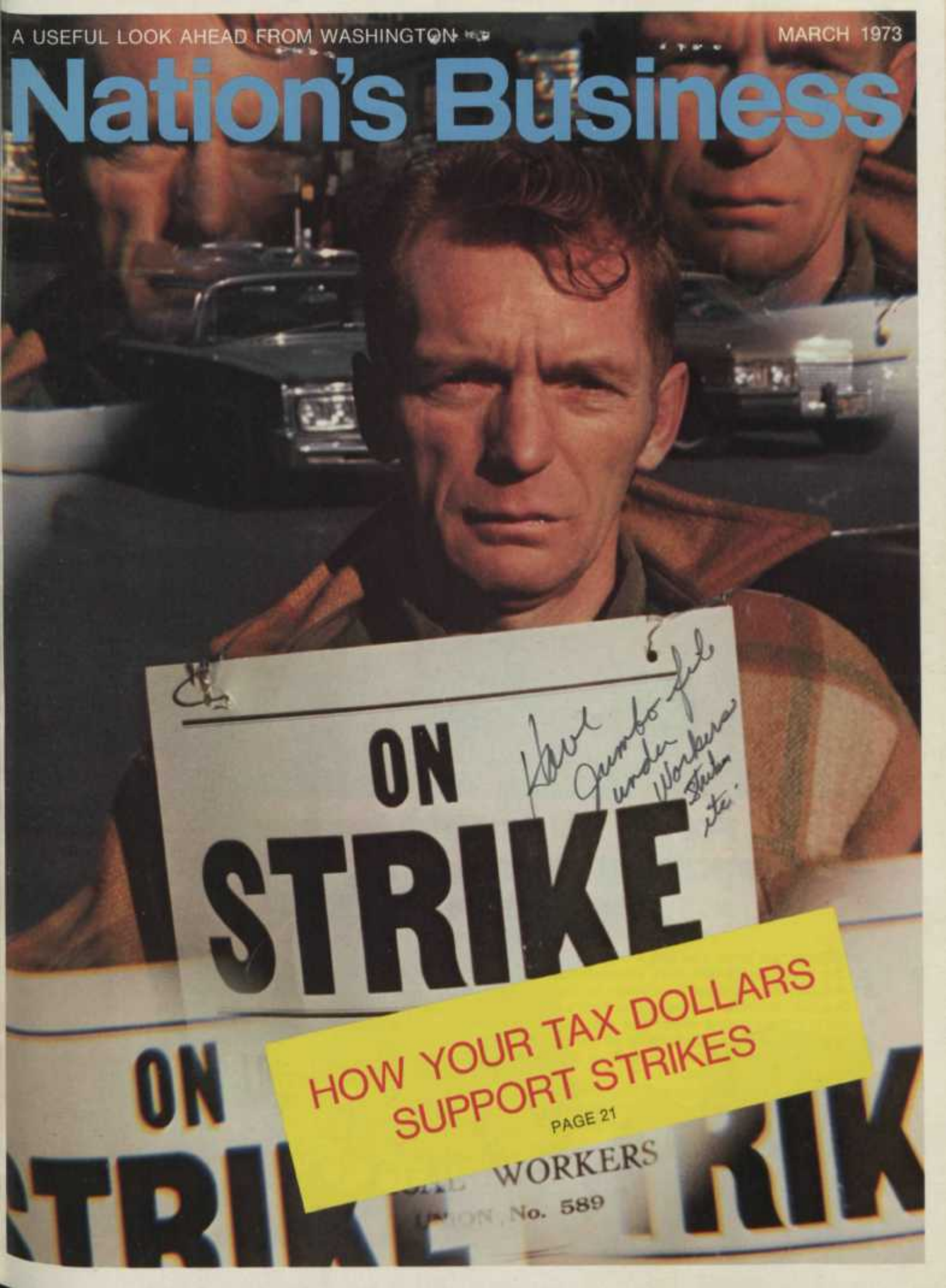


Nation's Business



ON
STRIKE

Have Jumbo file
under Workers
Strike
etc.

HOW YOUR TAX DOLLARS
SUPPORT STRIKES

PAGE 21

ON
STRIKE
WORKERS
No. 589
RIK



Ford's Louisville Line sure is making time with the fleets. Roadtime, that is!

Surprising how often you see a big-fleet name on an L-Line Ford. Just three years after introduction, Ford linehaulers are piling up the mileage for top fleets.

One reason: driver enthusiasm for Ford's better ideas. Ideas like the steering wheel that adjusts 4" fore and aft yet maintains its comfortable 20° angle. Like E-Z Read Gauges that all read "normal" at 3 o'clock. And like the extra-roomy cabs.

Servicing? You get important shop-time savings from Ford features like the easy-to-reach electrical junction blocks. The color-coded nylon air lines. The tilt-out

instrument panel. The full-tilt hood.

Great durability is built in at every point. Frames are of premium steel up to 110,000 psi. And deep-dip Electrocoat primer painting offers superior rust protection.

Does Ford build L-Liners to suit your hauling needs? Choose from long or short conventionals... single-axle or tandem-axle models to 70,000-lb. GVW... GCW ratings up to 80,000 lb. Check the specs with your Ford Dealer.

**THE TRUCKS WITH BETTER IDEAS
FOR MORE ROADTIME, LESS DOWNTIME**

FORD HEAVY-DUTY TRUCKS

FORD DIVISION



The Great Simplifier.

A single business insurance policy that does the job of two, three, maybe even four other policies.



Let's say you've got four policies covering property damage, liability, burglary and vandalism, and business income loss. OK, we'll give you the same coverage in one convenient policy and probably save you a chunk of money in the process.

We've cut the red tape out of business insurance and made it easier to understand, buy and make a claim on. You can eliminate costly overlaps and possible gaps in your protection. You select

exactly how much protection you want in each area and we give you just that. You pay for what you need and nothing more.

It's simple. One policy, one agent, one company and one premium.

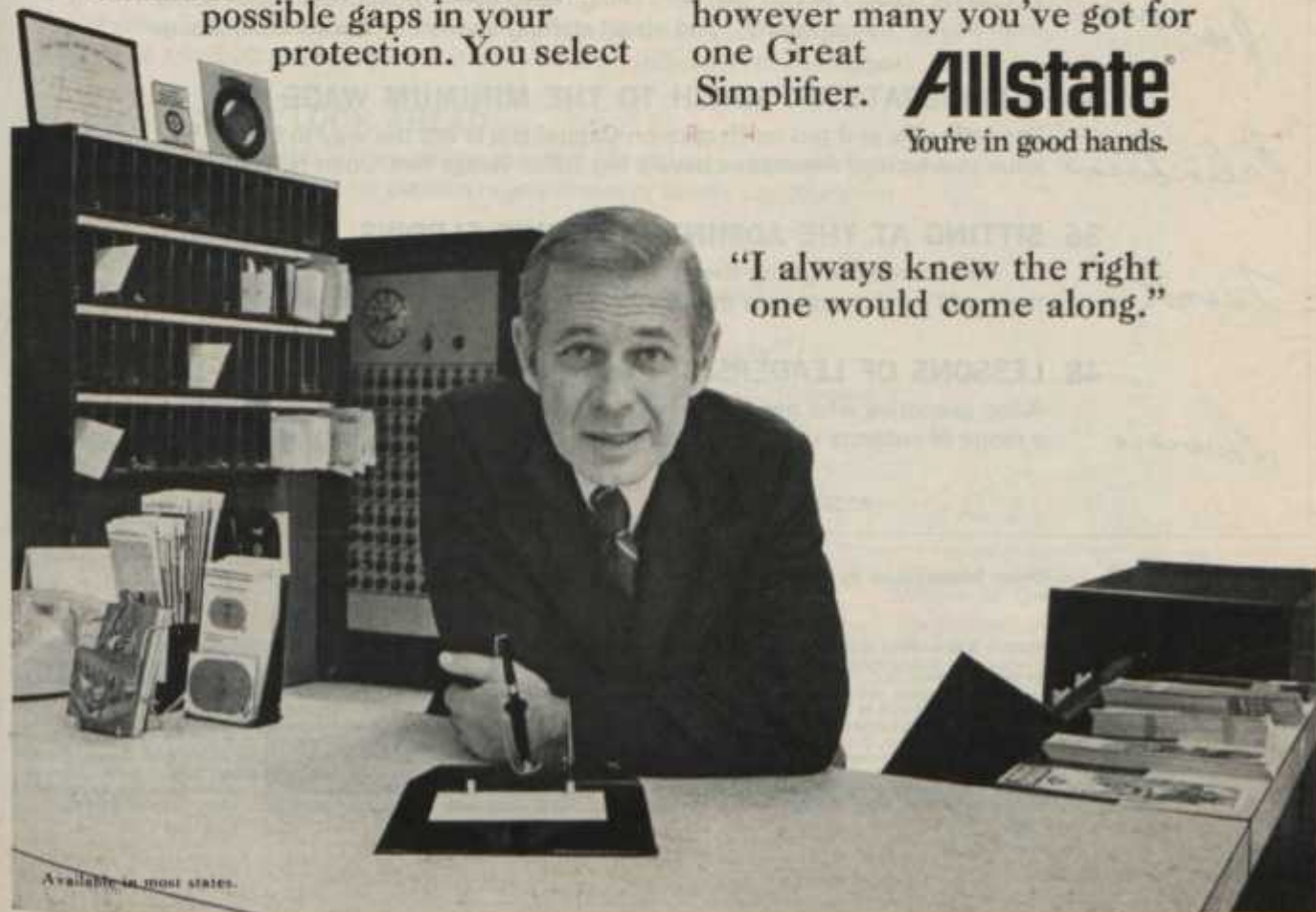
There are already over 250,000 businesses insured by Allstate. Practically every kind of business there is.

Call Allstate and see how much you may save trading two for one, three for one or however many you've got for one Great Simplifier.

Allstate

You're in good hands.

"I always knew the right one would come along."



Available in more states.

Nation's Business

10 EXECUTIVE TRENDS

Costello

The welcome mat's out for new M.B.A.'s; how to vacation abroad on a shoestring; why executives' widows work; homes that burglars shun

15 PANORAMA OF THE NATION'S BUSINESS

Louie

A man whose business is for the birds; a prosecutor lashes out at white collar crooks; a survival stretcher for heart attack victims

17 SOUND OFF: IS TELEVISION TOO RAW?

Herman
Louie

A. Whapere's Congressional Machinery
Search for better rules

21 HOW YOUR TAX DOLLARS SUPPORT STRIKES

Gray

Is it fair for strikers to be subsidized by welfare money? Should unemployment insurance paid for by employers be used as a club against those very employers?

26 WHAT 100 EXTRA JOBS MEAN TO A COMMUNITY

Lindsay

A new study analyzes the ripple effect of benefits to an area—in terms of personal income, retail sales, bank deposits, etc.—when employment rises

30 HELLO, OUT THERE!

McLean
Realman

Corporate leaders whose side isn't being heard by the public must learn some truth about "free publicity," and about staffing and timing in communications

33 A MODERATE APPROACH TO THE MINIMUM WAGE

Erlenborn

Too little give and too much take on Capitol Hill is not the way to handle an issue in which all Americans have a big stake, writes Rep. John N. Erlenborn

36 SITTING AT THE ADMINISTRATION'S ELBOWS . . .

Frank

. . . And sometimes giving the government a nudge are members of perhaps the world's most exclusive group of learners, the White House Fellows

48 LESSONS OF LEADERSHIP: ROBINSON BARKER OF PPG INDUSTRIES

Louie

A top executive who has had only one employer talks about his career and about a range of subjects including getting a fair day's work for a fair day's wage

Cover photograph by Leo Choplin—Black Star

Nation's Business is published monthly at 1615 H Street N.W., Washington, D.C. 20006. Subscription rates: United States and possessions \$29.75 for three years; Canadian \$12 a year. Printed in U.S.A. Second class postage paid at Washington, D.C., and at additional mailing offices. © 1973 by Nation's Business—the Chamber of Commerce of the United States. All rights reserved. Nation's Business is available by subscription only. Postmaster: please send form 3579 to 1615 H Street N.W., Washington, D.C. 20006.
Editorial Headquarters—1615 H Street N.W., Washington, D.C. 20006. Circulation Headquarters—1615 H Street N.W., Washington, D.C. 20006. Advertising Headquarters—711 Third Avenue, New York, N.Y. 10017. Atlanta: James M. Yandle, 62 Perimeter Center East; Chicago: Herbert F. Ohmeis Jr., 231 North Michigan Ave.; Cleveland: Gerald A. Warren, 1046 Hanna Building; Detroit: Robert H. Gotshall, 825 Fisher Building; Houston: McKinley Rhodes Jr., 2990 Richmond Avenue; Philadelphia: Herman C. Sturm, 1034 Suburban Station Building; San Francisco: Hugh Reynolds, 605 Market Street; Los Angeles: Scott, Marshall & Sands, Inc., 1830 West Eighth Street.

Nicholson
58 THIS MONTH'S GUEST ECONOMIST

Developments such as changes in life styles and a decline in the birth rate are dramatic challenges for homebuilders, writes E.G. Nicholson of Gable Industries

60 How To Speak Through A Closed Door
62 GOOD TIMES IN THE PLAYTIME FIELD

Americans have more leisure, and more money to spend on enjoying it—which makes for enjoyable reading of sales statements at many companies

60 6 Things Look Up & Down in Aerospace
70 CREATIVITY—A PATH TO PROFIT

It can pay to sit back and think of new—sometimes wildly new—methods of doing things; this article may help you to come up with better ideas

61
73 BUSINESSMEN'S MOST WANTED LAWS

For what type of legislation is the need greatest? Ask executives, and the answer that leads all the rest is: Cut labor's power down to size

61
76 THE GENEROSITY OF A "STINGY MAN"

Clayton Arnold was only a rural mail carrier, but investing made him rich—to the benefit of students who've gone further in school than he ever did

61
82 INVESTING IN LIQUID ASSETS

"Putting down" Scotch can lift your spirits, and fatten your pocketbook at a rate of 15 to 20 per cent yearly, if the past is an indication of the future

61
86 BUSINESS: A LOOK AHEAD

How the vanishing anchovy affects the soybean; energy shortages and home appliances; status quo for plastics; computerizing freight car allocation

61
88 EDITORIAL: ENOUGH IS ENOUGH

A commandment for federal programs: Thou shalt not overkill

Woodbridge
ALSO . . .

Woodbridge
Louviere
Gray
Memo From the Editor, page 6; Letters, page 8; Sound Off Response, page 18; SBA Report, page 20; The Past Is Prologue, page 28; Advertisers in This Issue, page 81 . . .

PUBLISHER
Arch N. Booth

EDITOR
Jack Wooldridge

MANAGING EDITOR
Wilbur Martin

ART DIRECTOR
Ralph Patterson

BUSINESS MANAGER
William W. Owens

SENIOR EDITORS
Sterling G. Slappey
Henry Altman

ASSOCIATES
Richard C. Freund
Ann Owens
Hans A. Baum

ADVERTISING DIRECTOR
W. Brett Perrine

ASSOCIATE EDITORS
John Costello
Vernon Louviere
Robert T. Gray
Grover Heiman
David McLean

ADM. ASSISTANT
Carol Morgan

PRODUCTION MANAGER
Harry N. Miller

ADM. ASSISTANT
Virginia Nida

ART CONSULTANT
Yoichi R. Okamoto

PRODUCTION EDITOR
Judith Zeiler

NATIONAL CIRCULATION DIRECTOR
Thomas J. Ames

ASSISTANT CIRCULATION DIRECTOR
Harold E. Johnson

DIRECTOR OF MAIL SALES
Philip A. Sweeney

Who says you



Not Darwin.

Plumbing proprietor Darwin Voet saves \$375 a year with Home's BOP.



Not Ralph.

Sporting goods man Ralph Crutchfield saves \$260 a year with Home's BOP.



Not Alice.

Funeral home owner Alice Hall saves \$125 a year with Home's BOP.



Not Harold.

Appliance retailer Harold Giere saves \$475 a year with Home's BOP.



Not Paul.

Hardware dealer Paul Reeves saves \$1200 a year with Home's BOP.

can't mix business with pleasure?

It's always a pleasure to cut business costs these days — especially when you can do it without cutting corners.

And that's exactly what independent business owners are doing in the area of insurance — thanks to Home's Business Owner's Policy (BOP).

Here in one superior-quality, multi-coverage, single-contract package — you can wrap up just about all your protection needs. And you can do it at considerable savings over the cost of several individual policies.

Ever since we pioneered the concept of "package" protection with this policy over a decade ago, the BOP has been the acknowledged standard of excellence in its field.

If you're interested in getting the most for the least when it comes to insurance — if you're interested in individualized coverage that's constantly expanded to meet the needs of the time and automatically passed on to you — look into Home's BOP. Ask your broker for details. Or find your local agent in the Yellow Pages.

Policy available in most states.

Not us.

HOME
OF INSURANCE



THE HOME INSURANCE COMPANY
THE HOME INDEMNITY COMPANY
A CITY INVESTING COMPANY

Memo From the Editor

Nation's Business • Published by the Chamber of Commerce of the United States • 1615 H Street N.W., Washington, D.C. 20006

Our cover title, "How Your Tax Dollars Support Strikes," may seem familiar to you.

If you've been a reader since March, 1971, you may recall we asked then as our "Sound Off" question: "Should Strikers Receive Welfare Aid?" You sent us a record number of replies and, as a matter of fact, are still sending some. The total is many thousands.

Your answers are almost unanimously No and yet the practice of government's giving help to strikers not only continues but, in some cases, has increased.

This month's article is based on a study published by the Industrial Research Unit of the well-known Wharton School of Finance and Commerce.

The authors report that government benefits not only help strikers to hold out against companies for their demands, but even have become a factor in whether a union decides to strike. A union's leaders find out just what their men can get, sometimes by talking with officials in charge of the government programs, and if it's enough the walkout can take place even though the union's strike fund isn't very healthy.

One union leader remarked during a strike: "We have guys eating T-bones now who never ate T-bones before."

Fortunately, there are proposals in Congress that would end some of the government aid to strikers, and the Chamber of Commerce of the United States is solidly behind such action. Congress will probably pass some such measures if and when its members realize that's what the public wants.

Incidentally, you may have been introduced to *Nation's Business* through the "Sound Off" on welfare aid for strikers. Many of our subscription sales representatives use it as an example of the monthly opportunity we give readers to express their views on the issues of the day. Perhaps you subscribed when one of these representatives called.

We have about 400 men and women throughout the country selling subscriptions as our full-time employees. Nearly all have their own territories and are responsible

for seeing to it that all qualified business people in them have an opportunity to receive *Nation's Business*.

Most of our representatives do a fine job, some selling more than a thousand subscriptions a year. Our top three in 1972 were Loren D. Swiney of Columbus, Nebr., William M. Kizer of Sioux Falls, S. Dak., and John K. Franzen of Muskego, Wisc.

Maybe you've never bought *Nation's Business* yourself, but still you're getting it. How come? Perhaps your boss subscribed for you. Many companies buy subscriptions for their key men and women.

Or perhaps you or your company are a member of the Chamber of Commerce of the United States. If so, you're entitled to receive *Nation's Business* as a part of the benefits of membership. Part of your investment, depending on its size, pays for a certain number of subscriptions.

In all, Chamber membership service accounts for about 20 per cent of our total circulation. The other 80 per cent is sold through visits by those representatives I've just mentioned, and by mail and telephone.

Our sales people, of course, must be acutely aware of the importance of their time. Unless they can call on enough qualified businessmen and women, they can't be successful.

But I wonder if all of us who work for salaries know how much our time is worth. Reader Dwight Powers of Pittsburgh writes that an awareness of the value of each minute might serve to combat "the fallacious thinking that anything done by anyone on a payroll doesn't cost anything."

If you make \$12,000 a year, your employer is paying you about a dime a minute. If you take a 10-minute coffee break, it costs him a buck.

No telling how much that water cooler conversation with the cute new secretary costs him.

Jack Woodbridge

SENSATIONAL BIC OFFER!



**BUY A
GROSS.**

**GET A CASE
FREE.**

**Free \$19.95 Samsonite Attache Case
when you buy a gross of Bic Ball Pens.**

You get a \$19.95 Samsonite Attache Case free when you buy office pre-pack S-2592, containing 4 dozen AF-49 accountant fine point pens and 8 dozen M-19 medium point pens. Available in a standard ink color assortment, or solid ink colors blue, black or red.

You'll find these pens are



BIC

office perfect, because they write first time —every time. You can't find a better item than Samsonite for your safety or suggestion awards, employee incentives, or company sales contests.

Offer available only from your regular office supply dealer while stock lasts. Simply specify S-2592.

Available only through office supply dealers.

Slightly different offer available in Canada.

THOUGHTS FOR INCREASED PERSONAL POWER

Order your copy
today, it's **FREE!**



THOUGHTS FOR INCREASED PERSONAL POWER is a collection of quotations from the writings of Paul J. Meyer, including his well-known Million Dollar Personal Success Plan.

With this free booklet, we'll send you information describing a business opportunity with Success Motivation Institute. S.M.I. is a pioneer and leader in the knowledge / education / communications industry.

Send for your free copy of THOUGHTS FOR INCREASED PERSONAL POWER and the Business Opportunity information today at no obligation to you.

Success Motivation Institute, Inc.



Paul J. Meyer, President
Box 7614 Dept. NB 3-3
Waco, Texas 76710
Telephone 817-776-1230

(Call Collect)

It's a TALL order!



birth defects
are forever
unless you help.
March of Dimes

THIS SPACE CONTRIBUTED BY THE PUBLISHER

Letters

In Defense of Ralph Nader

• We read with interest the article in your January issue by Rep. Edwin B. Forsythe: "The Holes in Ralph Nader's 'Truth'." As a public official, Mr. Forsythe would seem to have a special obligation to tell the truth and check his facts out.

Instead, he wrongly contends that the Ralph Nader Congress Project's profiles are not up to promised standards because of inaccuracies. He bases this judgment on a quote of mine from 1969, made in another context a full two years ago—before the Congress Project even began—and from two alleged errors in his profile.

As to the alleged errors, one is supposedly an incomplete or inaccurate explanation of two of 23 committee votes described in the profile. Of the over 30 members of the committee and their staffs who have reviewed these explanations, thus far Mr. Forsythe has been the only one to allege that these explanations are wrong.

The other error is his profile's supposed contention that he voted for a two-year extension of the draft when in fact he voted against it (one of some 90 floor votes included in the profile).

He adds that his staff told us about the error two months before publication of the profile and implies we refused to make the correction out of malice. In fact, Mr. Forsythe's staff made no such correction, and for a very good reason: The vote was correctly described in the draft they reviewed. When it was typed into final form a typo somehow got past the proofers. Instead of "he voted against a two-year extension of the draft," the typist left out the word "against"—leaving "voted a two-year extension. . ."

Since we knew such errors could always happen, we had set up a system of immediate errata sheets. Hence, since shortly after release (and ever since) all of Mr. Forsythe's profiles have included a prominent errata note on page one instructing the reader to add "against" in the appropriate place.

Despite his allegation that we were impossible to reach to make this cor-

rection, we did in fact talk to his staff, notified them we would make the correction, and obviously made it.

As for bias, not only could Mr. Forsythe not think of a single example in his own profile, but 55 per cent of the 430 members who reviewed their profiles went out of their way to write or tell us they were fair, objective, thorough, etc. Only 16 per cent thought there were substantial errors or bias—before corrective changes.

We hope Mr. Forsythe's legislative efforts involve more careful research and sober judgments than his article indicates. Meanwhile, it might be well to ponder the quote of Mr. Forsythe's aide, Dick Dingman, recorded immediately after his review of his boss's profile: "The report was thorough, of much greater depth than we thought it would be."

ROBERT FELLMETH
Ralph Nader Congress Project
Washington, D.C.

Total frustration?

• Re your item on "The Kidner Report" about "Bureaucracy Day," when everybody will be working for the government in charge of himself ["Executive Trends," January], I am left wondering if "B-Day" may not come even sooner than indicated.

How about the multitude engaged in ordering and consuming those goods and services? Also, could not an acceptable name be "TF-Day," for total frustration? There would be no one left to whom to pass the buck.

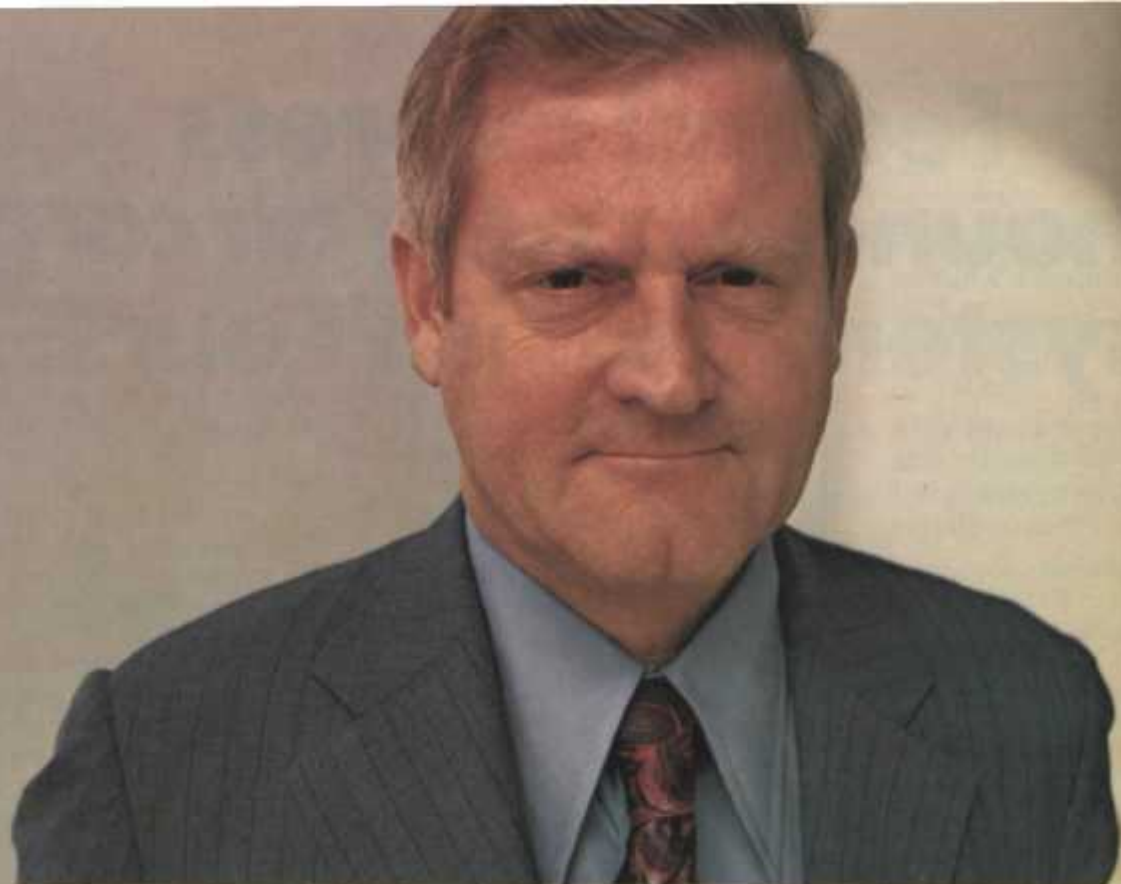
RANDALL H. DOUGHTY
Fitchburg, Mass.

Fairness in foreign trade

• Fred J. Borch, in his excellent article "We Must Have Equal Rights in International Trade" [January], cites only two possible ways of arriving at equity in border adjustment.

There is another: Through establishment of an international trade dollar (or peso, or whatever) which would be the standard against which national currency would fluctuate. This international trade dollar could be based on the collective productive capacity of countries subscribing to it.

Such a program would confine each subscribing country's social cost to its own economy, while at the



Linwood Holton, Governor, Commonwealth of Virginia

Let's break ground together.

"If you think the Governor of Virginia enjoys walking around with a shovel, I do.

And lately I've been using one more and more often.

During the past 18 months, 227 facilities with new employment needs of 21,130 were announced.

There's good reason for this.

Virginia has a balanced system for intelligent growth.

And industry is part of that system.

Our stable and business-oriented state and local governments work for your management.

Our educational system works to help train your personnel.

Our tax collection and distribution system works to help keep your taxes equitable.

And our transportation system helps distribute your products.

And, of course, Virginia's Division of Industrial Development lays the groundwork for your company's arrival and follows

through with help in your growth.

What else makes Virginia desirable?

Virginians themselves. Their attitude toward their jobs is unique. To them, work is a privilege, not a backache. Proof is a work-stoppage loss that's less than half the national average.

You'll also like our climate.

And Virginia's scenic variety.

These are some of the things that also contribute to Virginia's balanced system for industrial development.

And we hope you'll share it with us."

Let Frank Alspaugh give you all the details. He's the Director of the Division of Industrial Development. Write to him at the Governor's Office, 1044 State Office Building, Richmond, Virginia 23219.

Virginians
Their system is working.

Federal Express announces a new air cargo system that isn't ours.

It's yours.



Most volume shippers are handicapped by an air cargo system based on the movement of airline passengers. The routes, terminals and airplanes were designed for people, not air cargo.

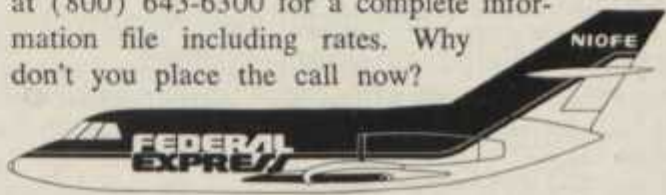
Not any more. Federal Express has developed a completely new system based upon a smaller air freighter . . . the Federal Express Mini-freighter.TM Now the system is yours. It's *yours* because we fly *your* schedules on *your* routes from *your* local airport with a small jet cargo freighter sized for *your* freight.

The Federal Express idea is better because it gives you a totally new and improved system.

The Mini-freighter flies in and out of hundreds of airports inaccessible to any other jet freighter. And

because it flies direct, there are no losses, no inter-line transfers, no pilferage, and no delays.

The Mini-freighter. An economical way for you to have your own air cargo system. If you are a volume shipper with air cargo problems maybe you need a new system. Your system. Call us today, toll-free, at (800) 643-6300 for a complete information file including rates. Why don't you place the call now?



It's your system.

same time allowing trade expansion on an equitable basis.

As I have observed the international trade scene, however, there are non-monetary reasons not mentioned by Mr. Borch for our trade deficit. Here are some:

- The rest of the world is on the metric system. Much of our machinery, packaging, etc., is out of synchronization or would require expensive adjustment to be useful.
- Most U.S. products are too "flashy," not quality oriented, give no real sense of pride by the people who make them. We live in perhaps the only country with a "throwaway" psychology.
- U.S. designers do not know how to design on a world level. There is a lack of cross-fertilization of ideas which other countries seem to have.
- Businessman and women from other countries come here, study American shops and people, then themselves offer items they feel Americans will like. I doubt any U.S. study of markets in other countries is as thorough.
- U.S. contracts are so intricate and couched in such horrendous legalese (even Americans don't understand it) that they frighten people used to simpler, more direct language.

No negotiations, professional or otherwise, can solve these problems. It is time we stopped thinking about all our obstacles in terms of cost.

EDNA COFFIN CHOO
New York, N.Y.

Comparing insurance

- The article entitled "Inflation-proof Insurance" ["This Month's Guest Economist," January] is certainly misleading, if not deceptive. It states that a life insurance policy sold in 1954 is deficient in that its present cash value, \$34,450, has a purchasing power of only \$20,000 in 1954 dollars. It also states that a variable life policy issued at the same time would now have a cash value of almost \$53,000. It does not admit that today's \$53,000 would be valued at about \$31,000 in 1954 dollars.

It seems intended that the reader would mistakenly believe that \$20,000 and \$53,000 represent the comparative cash values of these two policies. Is this a willful deception?

Similarly, the article credits the variable policy with a current death benefit of \$173,448, then says: "That's a wide leap beyond the \$65,500 of actual purchasing power that the \$100,000 whole life's death benefit would provide." A reasonably fair comparison would have converted the \$173,448 into 1954 dollars (\$100,696, if discounted in the same way as the cash value).

"Incomplete comparison" is a term well-known in the insurance field. It describes an abusive practice used to undermine a person's confidence in his present insurance in order to induce him to terminate that insurance in favor of purchase of new insurance. In an incomplete comparison, important advantages of the old policy are ignored and only alleged disadvantages are emphasized.

Other examples in this article:

- Premiums for the 1954 whole life policy would differ from those for the hypothetical variable policy. Premiums for both policies should be shown in a fair comparison.
- A variable life policy utilizes all investment gains above a certain level to increase protection and cash values. A 1954 policy which would have been most comparable would have been on a dividend-paying basis and it would have used all dividends to buy extra insurance with cash values. That extra insurance and the extra cash values have been omitted in this comparison.

It will be to the discredit of the life insurance industry if it does not require complete comparisons in presentation of this new product, variable life insurance.

JOHN F. HOOK, F.S.A.
Senior Vice President
Woodward-Florence Co.
Portland, Oregon

[Editor's Note: Aetna Life & Casualty Senior Vice President Dean E. Wolcott, author of January's "Guest Economist" column, replies:

"The recent decision allowing the sale of variable life, under both the federal and state regulation, is firm evidence that these regulatory bodies welcome the entry of a new life insurance product. Aetna welcomes the disclosure document promulgated by these regulatory bodies."]

Association with the
Whitney Harris
Financial Opportunities
Group entitles you to:

- Borrow up to \$10,000 within 24 hours
- Discreet and confidential handling
- Flexible repayment schedules and full prepayment privileges.

Transactions are by personal mail and nationwide.

For particulars write:

Mr. G. W. Murphy
7060 First Security Building
Salt Lake City, Utah 84111

or call toll free: 800-453-9100



Whitney
Harris
Financial
Opportunities
Group
Established and
controlled by
ITT
International Telephone
and Telegraph Corporation

BALLY

Walk-In Coolers and Freezers



Refrigerated Buildings



Assemble any size, for indoor or outdoor use, from standard modular panels • Fast to erect • Easy to enlarge • Simple to relocate • Low in cost • Subject to investment tax credit and fast depreciation.

Complete refrigeration systems available for temperatures from 50°F. cooling down to minus 40°F. freezing. Write for 28-page brochure and wall sample.

Bally Case
and Cooler,
Inc., Bally, Pa.
19503. © 1974



We give you 10 seconds to reach the foreman

If you had an Executone Communications System you could reach the foreman, the office manager, the personnel director, or anyone in the company within seconds.

You'd have Executone Intercom stations in all offices and key locations. At the touch of a button, you could talk directly to your man. He could answer from anywhere in the room, or use the handset to talk privately. And if you had Executone Pocket Page in combination with your intercom system, you could reach your people anywhere in the office or plant, even between buildings.

An Executone System quickly pays for itself. Because it helps your business run more smoothly, cuts overhead costs and improves customer service.

Send in the coupon below for free portfolio, "How to Save with Intercom and Pocket Page."



Executone intercom

Executone, Inc., Dept. E-2
29-10 Thomson Ave.
Long Island City, N.Y. 11101

- ☐ Please send free portfolio, "How to Save with Intercom & Pocket Page."
☐ Have your representative phone for an appointment.

Name _____
Company _____
Address _____
City _____ State _____ Zip _____

In Canada: 331 Bartlett Avenue, Toronto.

Executive Trends

BY JOHN COSTELLO
Associate Editor

Warm welcome for new M.B.A.'s

Spring will bring more than robins to the college campus.

Recruiters will be out in force, too. "The job outlook for 1973 is the best in four years," says John A. de Pasquale, vice president, MBA Communications, Inc., New York.

Here's what he finds, based on preliminary results from a survey of schools, corporations and M.B.A.'s:

Recruitment: Up 20 to 25 per cent over 1972.

Salaries: Up 2 to 3 per cent, recruiters say; 3 to 5 per cent, college placement officers estimate.

Job offers: Up as much as 25 per cent over last year.

"That applies to all," Mr. De Pasquale says. "Graduates with bachelor degrees, as well as M.B.A.'s."

"But the top offers will go to M.B.A.'s with something extra going for them. Like work experience, a technical undergraduate degree, a specialty of some kind or an unusually well-rounded background."

"Today, the emphasis is more on the individual."

Last year, Mr. De Pasquale says, average salary offers to M.B.A.'s ran from \$14,500 to \$15,500 at top schools.

This year, he estimates, they'll fall in a \$15,000 to \$16,000 bracket.

A stay abroad on a shoestring

Or close to it.

Pan American World Airways' Home Exchange Service can make it possible.

The service is a clearinghouse for people in the U.S. and abroad who'd like to swap homes for vacations.

Here are some houses offered earlier through the service:

- Beachfront apartment on the Costa Brava in Spain, two bedrooms, bath, kitchen and terrace. For two adults. Exchange: Any time.
- House in Dublin, 15 minutes from downtown, with four bedrooms, large

garden, two reception rooms and car—baby-sitter available. For two adults, three teen-agers, one child. Exchange: Any four weeks beginning in September.

- Charming old cottage in Bermuda, with three bedrooms, on three-acre estate, panoramic view and semiprivate sheltered beach. For two adults and two children. Exchange: July and August.

- In Santiago, Chile, a five-bedroom home with mountain view, pool, garden, car and servants (cook, maid and gardener). For two adults and three children. Exchange: December and January—summertime in Chile.

- House on private beach in Kenya, East Africa. Three bedrooms, two baths, garden, carport, shady terrace, car and servants. Near game park. For two adults. Exchange: Any time.

"Of course," says a Pan Am spokesman, "you may not find a place offered exactly where—and when—you'd like to go. And it's up to the two parties involved to negotiate the swap. Our directory just lists people willing to do so."

"But if your plans are flexible enough, there are lots of savings."

He cites these, among others:

- No hotel bills or tips.
- No caretaker expenses for your own home, while you're away.
- No expenses for eating out.
- No rental fees, if cars are exchanged.
- No boarding fees for pets.

"About all it costs is air fare," he says, "assuming you fly. And we hope you do."

The catch: There's a \$7 charge for a copy of the directory—available after May 5—that lists homes for swap. Or \$9.50 to list your own home—deadline, March 23.

Why executives' widows go back to work

Here's a quiz that may give you a clue.

Do most executives:

1. Have too small a cash cushion?
2. Select life insurance poorly?

**Weekend...
weekday
holiday...
everyday.**

GREYHOUND IT.



When you've got a little shipment in a big hurry, send it by Greyhound. It's economical and you can send most any shipment, up to 100 pounds.

Because anywhere Greyhound buses take people, they take shipments. And that's almost everywhere. Canada, too. They usually go out on the next bus. And because Greyhound buses travel all day and night, everyday, your shipment won't get shelved over a weekend. Or a holiday. Or grounded. Most shipments arrive within 24 hours.

You can ship C.O.D., pre-paid, or collect. Lot shipments, too. So, next time, take your shipment to a Greyhound terminal.

**Put your
shipment
on the
bus.**

Greyhound Package Express 

FOR MOVING A HOUSEHOLD, LEAVE THE MOVING TO GREYHOUND VAN LINES.

The Matchless MEMOCORD Compatible DICTATION SYSTEM produces better results ...and costs less!



Mail us the coupon below
and find out for yourself.

MEMOCORD, BOX 252 NB-4
Englewood, N.J. 07631

Yes, I would like more information about the compatible MEMOCORD dictation system.

Name _____
Company _____
Street _____
City _____
State _____ Zip _____

MEMOCORD

Executive Trends *continued*

3. Not know beans about tax shelters?

4. Fall short on property-liability coverage?

"The right answer's Yes—to all questions," says Bruce Frazer, president, Mercer Allied Corp., New York-based personal financial advisers.

"And the explanation," he adds, "is simple.

"They don't have time to handle their own affairs. They're too busy taking care of the corporation."

Tax shelters are a case in point, he says.

"The amateur—especially the executive—shouldn't monkey with them. There are too many kinds, all too complex and too involved with federal tax laws. Even shelter professionals narrowly specialize."

What size estate should you try to leave?

Mr. Frazer's advice: One that will give your family two thirds of your present income—without touching their capital.

Picking a house that burglars will shun

Buying a new home?

If security matters, there are some things to check.

Location, for example, is important. If it's on a corner, that's a plus.

"Because it's highly visible," says expert and author Melvin Mandell, "a corner house is safer than one in the middle of a block. And straight

streets are safer than curved, for the same reason—visibility."

Locations to avoid, Mr. Mandell says, include these:

- The last house on a dead end street. "It gets less coverage from prowl cars—and few passersby."
- A back yard that butts up against a highway. "It's easy for thieves to pull off the road, make their way through the shrubbery and break in the back way."

How about the building itself? Some factors do lessen the chance of break-ins. For example:

- Two-story or three-story houses, rather than ranch-style.
- "They have fewer ground level openings," Mr. Mandell notes.
- An entrance that faces the street, or is highly visible from it.
- At least two bright lights above the entrance door (in case one light burns out).
- Ditto for the garage entrance—plus a well-lit path from the garage to the house, if they're separate.
- No big trees close enough to the house to give easy access to upper windows.
- No trellises or vines strong enough to support a climber—even an undersized teen-ager.

"But livability and safety against fire are the two most important factors in buying a house," Mr. Mandell says in his book, "Being Safe" (\$6.95, Saturday Review Press).

"Fire is a far greater threat to life, limb and property than the criminals who prey on houses and their occupants."

changing your address?

Whenever you write us about your subscription, please include the latest address label for prompt service.

Please attach the latest address label from your Nation's Business cover in the space above, print your new address, and mail this form to Nation's Business. Important: Allow five weeks for address change.

name _____
co. name _____
address _____
city _____ state _____ zip code _____

NATION'S BUSINESS, 1615 H STREET N. W., WASHINGTON, D. C. 20006

After looking at city after city in state after state, you could end up choosing a plant site in a state of confusion.

You'll never know what a glorious nation you live in until you start looking around for a plant site.

Suddenly the weather's wonderful everywhere. Trains never run late. Taxes are nonexistent. Everyone works for the fun of it. And what's ecology?

And you thought Camelot didn't exist.

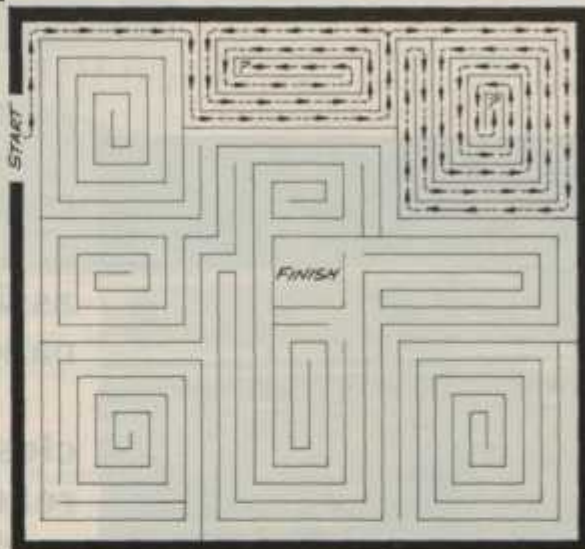
It doesn't.

We should know. We've helped locate plants for thousands of companies during the past 60 years.

And we've put what we've learned into a 64-page book called "How to Find A Plant Site Without Losing Your Mind."

It's yours free by writing Robert D. Rine, A.E.P., Room 11-01N, 2 Broadway, New York, N.Y. 10004.

Instead of painting rosy pictures, it deals with hard realities that could save your neck. Like how to organize your search to begin with.



What to look for in a plant site. And what to look out for.

We'll even send you one of the men who wrote our book. A knowledgeable, practical, professional who'll go over your situation with you in detail. And, if they're right for you, suggest a few sites in one of the 2,993 communities we supply with reliable electric power.

Communities in the unspoiled, uncongested regions of Ohio, Indiana, Michigan, Virginia, West Virginia, Kentucky and Tennessee.

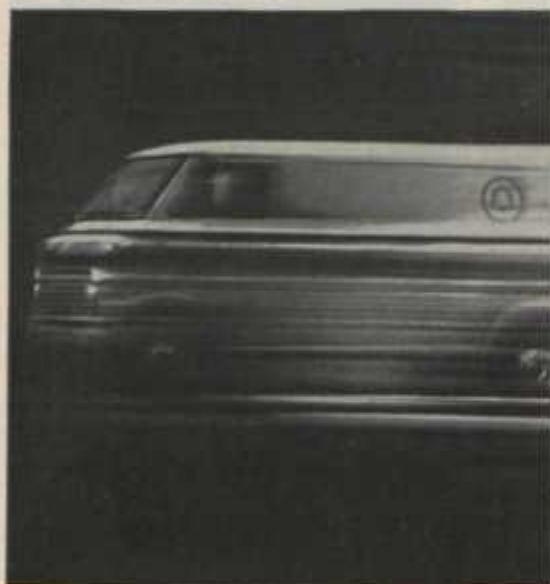
Because there's only one state we really want you to locate your plant in.

That's the state of contentment.

American Electric Power System

Appalachian Power Co., Indiana & Michigan Electric Co., Kentucky Power Co., Kingsport Power Co., Michigan Power Co., Ohio Power Co., Wheeling Electric Co.

Only one communications company keeps 85,000 installation and maintenance vehicles on the road.



That company includes, of course, your local Bell Company.

With 230,000 men and women assigned to installation and maintenance.

With more than 85,000 vehicles serving as depots on wheels, ready to get your communications equipment in and back to work fast.

With 1800 Bell System Repair Service Centers all across the country you can call day or night.

All of this says big, fast, and reliable. It also says small, fast, and reliable.

Because we operate all across the country. In cities. Towns. Neighborhoods.

Your call for help is never Long Distance. With us, it's always a local call.

When it comes to service, Bell System maintenance is one of the best bargains in your telephone bill.

AT&T and your local Bell Company.



Twinkle Elsewhere, Little Starling

As far as the birds that used to roost on Plymouth Rock, the City Hall in Paris and Tokyo's Imperial Palace are concerned, the man who chased them away is a fink.

And they're right, in a manner of speaking, because Joseph Fink, president of National Bird Control Laboratories in Skokie, Ill., has been unroosting birds for years.

Mr. Fink is not against birds (he's a member of the Audubon Society) but against birds' bad manners where people are involved. His business has grown to the point where he now operates in 20 countries.

No job pleases him more than one he recently accomplished successfully for the fifth time—keeping the starlings off Pennsylvania Ave. during a Presidential inaugural parade from the Capitol to the White House.

Mr. Fink's crew spent almost two weeks spraying his "Roost-No-More" chemical on trees lining the historic



Joseph Fink at the bird-proofed Presidential reviewing stands for the inaugural parade in Washington.

avenue. The chemical creates a momentary "hot foot" but does not hurt the birds.

"I take a lot of pride in doing a good job for the inaugural parade," Mr. Fink says. "Before we found a way to treat the trees, thousands of people

came out to the parade with umbrellas, newspapers and anything else that would protect them from bird bombardment."

Mr. Fink started his bird-proofing business about 25 years ago when he successfully developed a chemical to keep birds off his summer home in Wisconsin. He soon began marketing the product commercially and gave up a successful business selling a generator and battery charger he had invented.

In addition to the aforementioned well-known landmarks, Mr. Fink's firm has made many state capitols and other public buildings unpopular with birds. His chemical is usually effective for up to two years.

In a sense, Mr. Fink may have contributed to America's successful landing on the moon. Some years ago, early in the missile program, scientists at Alamogordo, N. Mex., found bird droppings interfering with ground tests conducted on rails.

"I sent a crew out there, they sprayed the rails, and that ended the problem," he recalls. •

Closing the Ring on White Collar Crooks

"The only way to stop business crimes is for businessmen to express strong disapproval whenever such conduct comes to their attention. Prosecutors cannot set standards of business morality; only business leaders can do that."

On that note, Whitney North Seymour Jr., hard-hitting U.S. Attorney for the Southern District of New York, some months ago launched a campaign to enlist the help of businessmen in fighting white collar crime.

Mr. Seymour made it clear he favored a tough stance against this mushrooming problem. He served notice on the New York business community that he would prosecute bribe-givers equally with bribe-takers. Also,

that he would no longer regard businessmen as "victims" unless they voluntarily come forward at the first hint of corruption.

As an example, the U.S. Attorney's office obtained a series of indictments against business executives charging them with paying commercial bribes, in the form of kickbacks through secret Swiss bank accounts, to a purchasing agent for an Italian auto manufacturer.

"The most distressing aspect of white collar crime is that those who should be doing the most to stamp it out—the honorable businessmen and decent professionals who are sullied by illegal conduct in their ranks—are frequently the most silent when it comes to exposing white collar crime or publicly condemning it," Mr. Seymour says.

The federal prosecutor's office is

distributing a 64-page booklet, entitled "Fighting White Collar Crime," which describes techniques most frequently used to commit such offenses and lists a number of steps businessmen can take to combat them.

The booklet stresses that "a thief is a thief, whether he is a college graduate or a high school dropout." It adds:

"Criminals in high places contribute to the breakdown of law and order out of all proportion to their numbers, because of the high visibility that usually attaches to their conduct. As a result, when a man steals hundreds of thousands, or millions, of dollars by defrauding investors or consumers, by illegally manipulating the stock market, or by cheating on his income tax, and then only receives token punishment, the rest of society looks on with disgust and dismay." •

continued on next page

Arrival Alive at the Hospital

Employees in General Motors' New York executive building probably have a better chance of surviving heart attacks than if they worked in almost any other mid-Manhattan office building.

At their disposal is a survival stretcher system enabling them to get needed treatment in the critical four to six minutes after a heart attack.

The stretcher was designed by Dr. Nicholas A. Pace, medical director for the GM building in Manhattan, and developed by Baxter Laboratories, Inc., of Morton Grove, Ill.

It is equipped with a heart-lung resuscitator, a defibrillator that restores heart rhythm, a pacemaker and an electrocardiograph, and has space for drugs, intravenous solutions and other medical supplies.

Dr. Pace tells why he invented the stretcher:

"With 3,000 employees in this building, obviously some are in that middle-aged, overweight, underexercised group that's more likely to have a heart attack or cardiac arrest. To complicate things, we're in midtown Manhattan. We could lose a coronary patient in the time it takes an ambu-



GM's Dr. N.A. Pace demonstrates his survival stretcher system, which is designed to save lives during the critical minutes after a heart attack.

lance to get through New York City traffic to us or while we're in transit to the hospital.

"There are about 500,000 heart attack fatalities each year and some 60 per cent occur before the victim ever reaches the hospital."

Virtually an intensive care unit on wheels, the stretcher has already been used successfully at GM's Manhattan center, with several heart attack vic-

tims receiving early treatment before being taken to hospitals.

A number of major companies such as Chrysler, Western Electric, IBM and U.S. Steel, as well as the Pentagon and the Government Printing Office, have recently purchased survival stretchers.

Dr. Pace waived patent rights to the invention so it could be put into much broader use. •

A Commercial Technique Shows Schools the Way

Kansas taxpayers have saved some \$16,000 so far through a system of computerizing school bus routes, and these savings may ultimately reach \$4 million a year, according to a Kansas State University professor who developed the system.

"About \$15 million a year is spent in Kansas to bus about 170,000 students some 43 million miles," says Dr. Leonard W. Schruben, a research agricultural economist. "The costs of transporting pupils are second to teachers' salaries in many schools."

Dr. Schruben had developed the computerized system for deliveries by feed, bakery, dairy and meat firms, and decided to see if it would work as well for school busing.

"Of course," he explains, "busing schoolchildren differs from delivering eggs, bread, milk and meat. Class schedules are rigid; the maximum time a pupil may be required to ride is specified by state regulations; safety is of paramount importance; and the children, their parents and others must be satisfied with the service."

The system was tried experimentally in Clifton and the nearby community of Clyde. Three 48-passenger buses were eliminated, resulting in savings of nearly \$8,000 in drivers' salaries and operating expenses. It was found that no pupil had to ride more miles than the one with the longest ride under the old system.

All this was accomplished merely by rerouting the buses on the basis of information supplied by computers. The system was tried in a different area and it produced similar results.

"There are more than three billion different ways to route a single bus past 13 stops," says Dr. Schruben. "We also found that computerized routes tend to use seating capacities of buses more fully than do other routes."

Many variables affect how and when youngsters use school buses. But the computer is always one step ahead and makes adjustments to accommodate these changes.

Children, for example, may ride bikes to school in the warm months but take to the buses in winter. Even the change from the football season to the basketball season affects riding patterns.

"The computer routing system," the professor says, "can also be used in long-range plans to locate consolidated schools, and to solve many other problems." •

Sound Off to the Editor

Is Television Too Raw?

When the movie based on Truman Capote's book "In Cold Blood" appeared on national television last fall, stations in eight cities refused to show it because of its violence and swear words.

Similarly, two stations declined to air an installment of the popular TV series "Maude" because it dealt with abortion. But not a single station is known to have rejected the movie "Patton," which makes generous use of barracks language.

Is television getting too raw? Protests are getting louder and louder as more and more once-taboo subjects—homosexuality, incest, child abuse and the like—are brought into millions of American living rooms.

A number of national organizations, such as Morality and Media, have mounted campaigns to clean up TV fare. A Senate subcommittee is slated to probe the matter. Meanwhile, the Federal Communications Commission, which regulates the broadcasting industry, has issued warnings but has stopped short of saying what isn't acceptable.

The FCC reports complaints about TV permissiveness, notably in the areas of obscenity and profanity, rose from 1,180 in fiscal 1971 to 2,141 in fiscal 1972. Considering that 189 million Americans have access to home television, this is a drop in the bucket. But it may reflect a trend.

At present, the judgment of what should be shown on TV is left to the networks and individual stations. In some cases, but far from all, messages such as "Portions may be deemed too mature for the younger or particularly sensitive viewer" are flashed on the screen.

The networks take the position that times have changed and that the pulling down of barriers in programming—not all barriers, they emphasize—merely reflects new moral attitudes. Almost everyone connected with television fears censorship, and tends to argue that one type of censorship can lead to another, posing a broad threat to liberty.

Besides, it's argued, nobody is forced to leave his TV set on, or to keep it on the same channel.

On the other side, it's argued that programs that are too explicit are unnecessarily offensive to the tastes of the public into whose homes they freely come.

A major concern of parents and others is the effect some TV fare has on youngsters. It is estimated that 40 million preschool and grade school children watch television. How, it's asked, can a parent make sure a child isn't watching something distasteful or harmful when the parent isn't in the same room?

Sen. John Pastore (D-R.I.), chairman of the subcommittee expected to look into the broad question of frankness on TV, and a man who has lectured the industry about too much "sex and violence," warns:

"It is imperative . . . that we be especially diligent where our young are concerned. Unquestionably, the books they read and the television and movies they see in their tender, formative years significantly shape their personalities."

What do you think? Is television too raw?

Jack Wooldridge, Editor
Nation's Business
1615 H Street N.W.
Washington, D.C. 20006

Is television too raw?

☐ Yes ☐ No

Comments:

.....

.....

.....

.....

.....

Name and title.....
(PLEASE PRINT)

Company.....

City.....

Sound Off Response

Leaders and Followers

"In our political system, the representative should not sacrifice his personal views for the will of the people, but it is up to the people to pick a man who best represents their views."

With that statement, David Brown, a Murfreesboro, Tenn., high school senior whose father subscribes to *NATION'S BUSINESS*, joins with those who respond Yes to the January "Sound off to the Editor" question, "Should an elected representative use independent judgment?"

Fifty-five per cent of the readers replying say Yes; 35 per cent say No and the remaining 10 per cent say there are times when a representative should be a free agent and other times when he is duty-bound to represent the views of a majority of his constituents.

In posing the question, *NATION'S BUSINESS* noted that some members of Congress go to great lengths to determine and reflect the views of their constituencies at all times, while others have frequently felt duty-bound to act in conflict with majority sentiment.

In casting his vote in favor of independent action for representatives, Ronald A. Hurst, labor relations manager, Caterpillar Tractor Co., Aurora, Ill., cites his own experience while a state legislator and says:

"Elected representatives have access to a diversity of sources of information generally not provided the electorate. Voters should not support a candidate who will not change his mind in view of new factors, or one whose 'independent judgment' cannot be trusted."

Robert E. Morin, public affairs director, Society of Real Estate Appraisers, Washington, D.C., elaborates on the point about access to information:

"Men and women who seek public office, by definition, seek leadership responsibility. Because of their unique access to information, I believe it is the duty of elected representatives to assist constituents as they form their opinions on major

issues. In short, it is the duty of a leader to lead, not follow. If a leader does not have the courage to vote his convictions and explain his vote to his constituents so that they respect his position, then he or she should recognize that they have lost their capacity to lead and should retire."

Lloyd D. Kohlman, district manager, Allen-Bradley Co., Maryland Heights, Mo., draws a comparison with business in his reply. In corporate affairs, he says, "decisions that have to be made are generally not the ones that would be made by popular vote of the employees. They are, however, best for the company and therefore best for the employee in the long run. I feel the same holds true for our country."

"When I vote for a man," writes Thomas E. Daughtry, plant manager, Talon Division of Textron, Inc., Woodland, N.C., "I am telling him that I trust his judgment and I expect him to use it."

Alvin H. Funk, executive vice president, Sheet Metal Contractors of Central Ohio, Columbus, Ohio, says that "my representative is not elected to be my servant. . . . He does not work for me but for my benefit by exercising his judgment gained by his exposure and experience. . . ."

On the other side of the argument, Duren W. Holder, treasurer, Gulf Refining Co., Houston, Texas, writes that "I strongly believe our elected representative is obligated to vote in accordance with the desires of the majority of his constituents."

As to the view that a representative's conscience might dictate actions out of step with his constituents, Gerry Pittenger of Pittenger Sintered Products, Inc., Tulsa, Okla., has this to say:

"His responsibility is not to his conscience but to the conscience of the people who elected him. If he wants to serve his own conscience, he should stay out of the public office of representative."

"A representative is supposed to represent," is the way that Arthur A. Gelston Jr., controller, W. Atlee Bur-

pee Co., Philadelphia, Pa., sums up his own feelings on the matter.

But Albert R. Dilley, a Grand Rapids, Mich., lawyer, is equally strong for the contrary view: "My representative should feel no obligation to vote the majority opinion of his district if he knows that opinion is wrong."

In addition to those who hold a clear-cut position on either side of the question, there are those who say it cannot be answered so easily.

Alexander A. Amarillos, president, Omega Service Parts Corp., New Canaan, Conn., checks both the Yes and No boxes after the question of whether a representative should use independent judgment and writes: "Yes, if I have elected him as a 'father-knows-best' figure. No, if I have elected him to represent my views on the basis of his campaign statements. If he changes his mind in midstream, he owes it to his constituents to resign."

John H. Stribling, director, Confidential Accounting Bureau, Cincinnati, Ohio, favors a middle ground: "Complete freedom of our representatives could create little monster dictators who think only of themselves. . . . Personally, I want moderation. I want neither complete independence nor complete control by the force of public opinion."

And several people on both sides of the issue agree on one point: That determining just what viewpoint is that of a majority of a legislator's constituents can be a tricky business.

Charles H. Poteet, president, Forms Unlimited Inc., Hickory, N.C., says a representative should not use independent judgment, then adds: "But he must beware of groups who mold or shape and misrepresent public opinion."

Voting in favor of exercise of representatives' independent judgment, R.J. Bellerose, superintendent, J.C. Pitman & Sons, Inc., Concord, N.H., notes: "I'm sure that letters from constituents help influence their judgments, but then how many of us write and offer our opinions?"

When Earl Nightingale tells your employees about **THE BOSS**

- attitudes change for the better ■ morale rises
- productivity goes up ■ customer relations are improved

But then, that's what **THE BOSS** is supposed to do.

THE BOSS can help you solve the problem of customer relations. This unusual program improves employee attitudes toward the customer—THE BOSS. With improved attitudes come increased productivity and morale, more sales, bigger profits.

The program works emotionally and logically to establish the importance of the customer to the company and to all those who work in it—to their incomes, their future growth, their personal satisfaction. THE BOSS works with reason and insight—not false enthusiasm.

THE BOSS involves and convinces. And with involvement and

conviction comes performance: attitudes change, customer satisfaction grows, with results that can be measured.

Hundreds of businesses, from pizza parlors to international hotel chains, are happily using THE BOSS right now. If you have customers you'd like to keep—whether it's one or one million—we'd like to tell you about THE BOSS.

THE BOSS is a unique program for motivating employees whether they be production workers or retail salespeople. A basic message, reminder materials and involvement cards provide the nucleus for better customer relations that work.



FREE OFFER!

We'd like to provide you with a sample employee program unit for you to evaluate without obligation.

MAIL THE COUPON
FOR YOUR
FREE PROGRAM
TODAY



Nightingale-Conant Corp.
The Human Resources Company
8677 N. Lincoln Ave., Dept. 7733
Chicago, Ill. 60645

Yes, I would like to evaluate THE BOSS.
Please send me my free employee program unit.

Name

Company

Address

City State Zip

Earl Nightingale Communications Distributorships are available in some areas. For full information, check the box. ☐

A Bigger Slice of the R&D Dollar

As the U.S. moves ahead in a period of economic expansion, the Small Business Administration is trying to strengthen small research and development firms, which can make a large contribution to the nation's overall growth.

We are encouraging the federal government's major purchasing agencies to do whatever they can to offer a larger slice of their R&D dollars to small firms.

Why is this important? For one thing, revolutionary ideas most often originate with small firms or individuals outside the sphere of big business and big government.

More than half the items on one list of the major inventions in this century were conceived by individuals. These include air-conditioning, the automatic transmission, the ballpoint pen, cellophane, Cinerama, the helicopter, insulin, the jet engine, power steering, and, would you believe, zip fasteners?

Small businessmen come up with inventions, new techniques and new services because they are quick to recognize the need and equally quick to seek a solution.

President Nixon's message on science and technology to the last session of Congress well attests to the concern that his Administration has for problems confronting small R&D firms. Congressional interest is also increasing in this area.

In recent years, R&D activity has undergone some basic changes.

The real annual growth of total R&D spending nationwide has declined from an average of 11 per cent in the late 1950s to less than half of 1 per cent annually in the last five years. The rate of R&D growth in the United States has been lower than that in Canada, Japan or West Germany—even though, on a per capita basis, the U.S. still spends nearly

three times as much on R&D as any other nation.

Much of this change has resulted from reduced federal spending in the aerospace and defense programs.

In the early 1960s, federal R&D spending accounted for about 65 per cent of the national total. By 1971, it had dropped below 55 per cent. In dollar terms, federal R&D spending peaked in 1967 at \$17.1 billion, compared to an estimated \$16.2 billion four years later.

The percentage of total federal outlays that went into R&D dropped from a high of 12.6 in 1965 to 8 in 1971. In contrast, R&D spending by industrial firms reflected a real annual increase of 6 per cent over the same period.

Now, federal spending on R&D is rising again. The National Science Foundation estimates it increased by \$700 million in 1972 over 1971, and will increase by another \$580 million in 1973.

But that doesn't necessarily mean growth for R&D by small business.

R&D activity is highly concentrated in a small number of industrial firms. About 20 per cent of all industrial R&D is funded by the four largest R&D firms. Over 80 per cent of industrial R&D is accounted for by 100 companies.

This lopsided concentration is even higher in federally-funded R&D activity, where four concerns account for one third of all federal work performed by industry.

Part of the basic problem in increasing the amount of federal R&D dollars that small firms get is in the very nature of the activity. The small firms do much better, for example, in basic or applied research than in development. The Department of Defense reported that in fiscal 1971, small firms obtained almost a third of its research contracts, but only 3 per cent of its development contracts. Yet most of the money was spent on development contracts—\$4.5 billion,

compared to \$90 million on research.

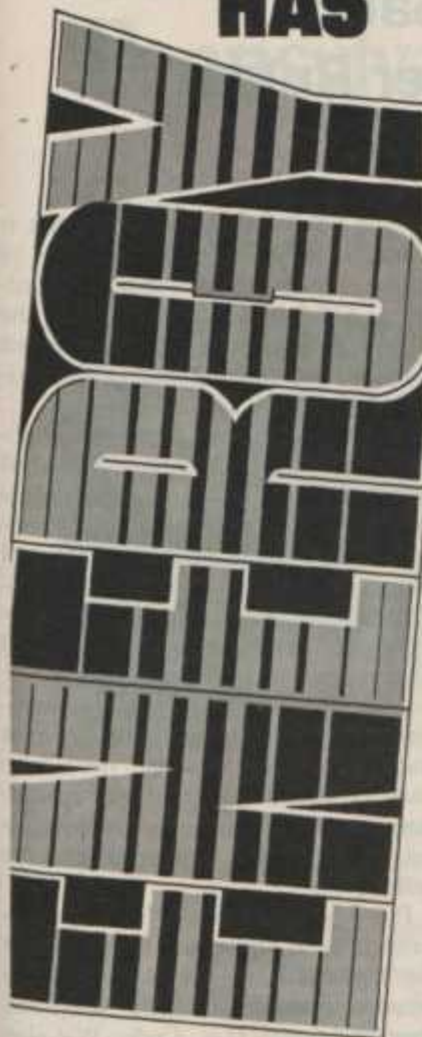
Small companies tell us that reporting requirements and other administrative costs are often excessive in federal R&D work and that problems with patents and proprietary ideas exist.

Now, what is SBA doing to help small R&D firms obtain contracts from the federal government? It:

- Assembles procurement data on R&D contracts, and supplies it to potential small business bidders.
- Visits individual small R&D companies and assesses their ability to perform specific contracts.
- Maintains a directory of about 1,000 small businesses interested in performing R&D and makes this directory available to all federal agencies as well as to large and small firms.
- Promotes R&D subcontracting whenever possible.
- Counsels small firms interested in bidding on federal research and development contracts.
- Cosponsors conferences across the country to tell the scientific community about the requirements of federal agencies. Last year, it cosponsored with the National Science Foundation and Commerce Department the first national conference dealing with the problems of small firms in research and development.
- Makes available to the small business sector, in a modest way, benefits of government-funded R&D. SBA's Technology Utilization Program stores technical data that is broad enough to be of value in most industries. Our experience ranges from welding to designing, from construction materials, plant layout and packaging to exotic uses of electronics, fluidics and medical techniques.

Small R&D firms interested in participating or increasing their participation in federal research and development work should contact the nearest SBA office.

OKLAHOMA HAS



PLENTY OF IT!

While many states find themselves in the midst of serious energy shortages, Oklahoma abounds in energy reserves (natural gas and electricity) to meet even the most demanding industrial needs, now and in the future. We have plenty of low cost power to meet your needs today and tomorrow. For a comparison of power rates, **write, wire or call:** The Director, Industrial Development Department, Office of the Governor, 500 Will Rogers Memorial Bldg., Suite H, Oklahoma City, Okla. 73105. 405-521-2401. All inquiries are kept confidential.



ENERGETIC OKLAHOMA

"Whispering" Construction Machinery

A New York City businessman, deep in thought, recently strolled past a construction site. Then he came to an abrupt halt, a look of disbelief on his face.

He went back to a yellow air compressor. The unit was running, but the noise wasn't the ear-splitting kind that forces pedestrians to make detours and drives customers away from nearby establishments.

While credit for a scene like this must go in great part to more stringent noise abatement laws, kudos go also to such environment-oriented manufacturers as Ingersoll-Rand Co., one of the leaders in supplying the construction industry with a wide assortment of machines that shatter cement, chew up asphalt and dig holes and tunnels of any dimension.

In 1968, before the noise about noise pollution reached its present crescendo, Ingersoll-Rand offered a "whisperized" 900-cubic-foot-per-minute portable air compressor.

Since then it has moved up its product line with its "whisperizing." Recently, it announced its truck-size, mobile 2,000-cfm portable compressor had been quieted, too.

Ingersoll-Rand compressors formerly made the usual clatter, creating, at a distance of three feet, a jet aircraft engine noise level of 115 decibels. The new type of compressors are dramatically quieter—85 decibels.

This is the noise level of heavy vehicular traffic, and meets noise exposure levels established by the federal government in safety and health regulations for construction.

The Occupational Safety and Health Administration last December set maximum exposure at 90 decibels for eight hours; 92 for six hours; 95 for four hours; 97 for three hours; 100 for two hours; 102 for 90 minutes; 105 for one hour; 110 for 30 minutes and 115 for no more than 15 minutes. **END**

MARCH 1973



Construction Costs Less in Georgia



Get the details in this latest study of 25 new plants

The thirteenth edition of *Cost Data on Industrial Buildings in Georgia* contains information on 25 recently constructed plants. There's a photograph of each building, along with specifications and detailed cost breakdowns. If you are concerned with locating new industrial plants, you'll find this latest study of construction costs in Georgia an interesting and useful reference. May we send you a copy? No cost or obligation.



EXAMPLE: This fine plant of 72,000 sq. ft. cost only \$6.53 per sq. ft., including special process piping and paving. Financed in part by local development corporation.

J. W. Talley, Jr., Vice President

Georgia Power Company



**INDUSTRIAL
DEVELOPMENT DEPARTMENT**
BOX 4545 E.
ATLANTA, GA. 30302
PHONE, 404 521-3400

Nationwide Network

20A

GET A RUNNING START IN MISSISSIPPI

Read what Mississippi is doing to help new industry find and train competent workers. Right now, more than 108,000 Mississippians are being prepared for full-time skilled employment through a state-wide Start-up program of vocational and technical training. These training centers are located throughout the state, staffed by skilled instructors and furnished with a \$20 million inventory of modern machinery and equipment.

Your industry's requirements will be analyzed and a tailor-made program of pre-employment training will be designed and scheduled to match your start-up plans. And the State of Mississippi assumes all costs in finding and training your new employee staff.

We have a new booklet that tells the whole story. We'd like to send you one. Just send us the coupon and your free copy will be on its way to you.

GET A RUNNING START
TOWARD NEW PROFITS.
START-UP IN
MISSISSIPPI.



MISSISSIPPI

Mr. Harry D. Owen, Director
Mississippi Agricultural &
Industrial Board
P. O. Box 849
Jackson, Mississippi 39205

☐ Please send me information on
Mississippi's Start-up program.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY, STATE, ZIP _____

MISSISSIPPI

State of Change
WILLIAM L. WALLER, Governor

Selling to Uncle Sam: A Search for Better Rules

A fond hope of businessmen who sell to Uncle Sam is that someday, somebody will bring order to the often chaotic, always complex federal government procurement process.

They had reason for a flicker of anticipation in November, 1969, with the formation of a Commission on Government Procurement. Last December, over a year later, the 12-man Commission submitted a four-volume, 2,000-page report to Congress, its creator.

Now, businessmen can buy it through the Government Printing Office and study 149 separate recommendations.

When created, the group was informally called "The Holifield Commission" after Rep. Chet Holifield (D-Calif.), chairman of the House Government Operations Committee and one of the principal sponsors of legislation setting the group up. Rep. Holifield, a long-time critic of government buying procedures, was named to the Commission along with one House colleague, two Senators, three government officials and five business executives.

President Nixon named E. Perkins McGuire, who had been an assistant secretary of defense in the Eisenhower Administration, to chair the Commission.

Aiding the members and staff at various times were some 500 specialists from outside and inside government. To undertake the required "comprehensive study of federal procurement statutes, policies and practices," some 400 problems and issues were isolated.

More than 70,000 persons involved in procurement were consulted, more than 2,000 meetings were held at 1,000 facilities throughout the nation and more than 15,000 pages of reports emerged. All told, the Commission's work cost \$7 million.

Says Mr. McGuire: "The procurement process is very complicated. Much has been said about its weak-

nesses, but when one realizes that it involves, on a yearly basis, some 16 million separate transactions amounting to \$57.5 billion and utilizing the efforts of some 60,000 government workers, it is bound to receive criticism."

The Commission's first recommendation: "Establish by law a central Office of Federal Procurement Policy in the Executive Office of the President, preferably in the Office of Management and Budget, with specialized competence to take the leadership in procurement policy and related matters."

Also, the Commission urges combining "the two basic procurement statutes." And it says procedure must be established so that "regulations issued by agencies are consistent with stated government-wide policies."

It adds: "The need for improvement in such areas may be seen from the fact that we found over 4,000 procurement-related laws scattered throughout the U.S. Code. We also found a maze of regulations—often inconsistent and sometimes conflicting."

To assist Congress in bringing order to the procurement puzzle, Mr. McGuire urges the early establishment of a 15-to-30-man policy office in OMB. Legally, this could be done by executive order, but the Commission recommends that its creation by legislation would give the small office more stature and clout.

Rep. Holifield plans to introduce legislation to carry out the recommendations that require Congressional action, but the workload on Capitol Hill is expected to be so heavy on other reorganization matters that hearings probably won't begin before summer.

Many changes could start in the meantime, however. The Commission estimates that 70 per cent of its recommendations can be handled without legislation. **END**

The PPG Computer chose Carlisle, Pennsylvania.

So did the PPG People



R. F. Barker, Chairman of PPG Industries.

PPG's dispassionate, no-axes-to-grind computer told Mr. Robinson F. Barker, the following about Carlisle, Pennsylvania:

"Region has adequate utility and fuel assets, Superior rail and Highway Network. Location Central to PPG's major markets. Abundant pool of skilled and talented labor."

But Mr. Barker is very quick to point out that some of the most important reasons behind PPG's decision to put its new float glass plant in Carlisle could never show up in a computer readout. And since the plant is one of the world's largest with a yearly production potential of 300 million square feet of glass, the community's point of view became crucial to PPG.

Mr. Barker says,

"We look to a community's attitude and cooperative spirit. From the beginning we found that spirit here."

But PPG's good Pennsylvania ex-

perience is not unique. Businessmen find the attitude they need to prosper. A spirit of cooperation. And a refreshing lack of bureaucratic red tape that helps get things done. But there's help of a much more concrete type available, too.

For instance, money. The Pennsylvania Industrial Development Authority is ready with loans for your expansion. Local Development Authorities have the power to float public bond issues for industrial development. And the list of actual, specific aids available is much longer than this.

Write for more information, including specific details about what Pennsylvania can do for your company. We'll send you plenty of input for your computer. But perhaps like PPG, you'll choose Pennsylvania for other reasons, too. Write or call Walter G. Arader, 420 South Office Building, Harrisburg, Pennsylvania 17120. Telephone 717/787-3003.

Pennsylvania • Minds Its Business

Can a Tilt

Score a Jackpot in Productivity?

Want to cure nagging backaches and lagging production?

Tilting might be the answer.

Not tilting the employee, but the work, suggest two Adelphi University professors, W. Warren B. Eickelberg, a biologist, and Menahem Less, an expert in biomechanics.

Under a grant from the Insurance Co. of North America, the two scientists—working at the Human Resources Center in Albertson, N.Y.—have been studying the problem of low back ailments in production workers.

The National Safety Council esti-

mates that the total annual cost to American business of low back ailments tops \$1 billion. It's estimated that 20 cents of the disability compensation dollar is spent on this problem alone.

Like other insurance companies involved in disability cases, INA wants to restore the disabled to productive work and—equally important—to stem the causes of disabilities.

Says Prof. Eickelberg: "Every wise employer knows that a high production rate, accompanied by excessive absenteeism or frequent worker replacement, is poor business strategy.

Worker fatigue, employee morale and the causes of permanent or chronic disability are legitimately prime concerns in business today."

Normally, efforts at the nonprofit Human Resources Center are directed toward improving the work situation for those already disabled and, as Prof. Less explains, answering the overriding question: "Will we be hurting the disabled worker medically if he does this type of work?" Innovations are tested on disabled workers.

But in the back ailment research, which focused on improved working situations, the researchers chose normal workers to answer the question: What caused the ailment in the first place?

New slant

In the past, many studies have been conducted on the places where people work, but few have related production efficiency and physiological cost to the work stations, primarily because measurement devices weren't available.

So Dr. Hans Krobath, inventive director of research engineering for the Center, designed a table called the "Geometric Work Station," whose surface can be tilted to any degree.

Also called into play were other devices developed by Dr. Krobath—an instrument for keeping tab on the expenditure of human energy through measurement of respiration, and an earring containing a small photoelectric cell that records pulse rates by measuring changes in the ear lobe caused by the arterial pulse. Additionally, stroboscopic photography was used to record body movements.

Profs. Eickelberg and Less set up a simulated electronic wiring situation as a production task and chose

CLIP AND MAIL

ADDED INCENTIVE

There's a better place
for your business on

FLORIDA'S UNSPOILED SPACE COAST

For detailed information and confidential assistance, contact John McCauley, Brevard Economic Development Council, 607K Cape Royal Building, Cocoa Beach, Florida 32931. Phone (305) 784-1006.

Beautiful
BREVARD
COUNTY
Florida

- | | |
|--------------------------------------|---|
| <input type="checkbox"/> Wage Rates | <input type="checkbox"/> Buildings |
| <input type="checkbox"/> Education | <input type="checkbox"/> Housing |
| <input type="checkbox"/> Climate | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Training | <input type="checkbox"/> Power |
| <input type="checkbox"/> Plant Sites | <input type="checkbox"/> Financing |

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

CLIP AND MAIL

Al Preble is the man to see for a business loan in Detroit.

You tell us what your
company wants to do.
We'll tell you how to
finance it.



Because Al Preble
is the man who
makes the decisions
in Detroit.

Sure there's more to our Regional Financial Center in Detroit than Al Preble. We have a complete staff who help process your loan. Then follow it up with astute service and regular re-evaluations of your financial progress.

But it's our Regional Vice-Presidents who make us truly different. They know more about business and finance in their territories than anyone else in our organization. So they make the loan decisions. And you don't have to wade through a lot of red tape for a decision.

Need a business loan? Contact the Commercial Credit Regional Vice-President nearest you.

Commercial Credit

Commercial Credit Business Loans, Inc.

Please ☐ send me more information about your financial services; ☐ contact me at the address below.

NAME

COMPANY

ADDRESS

CITY STATE ZIP

PHONE

There's a decision-maker near you.

William J. Gilleland
230 Peachtree St. N.E., Suite 2000
Atlanta, Ga. 30303
(404) 525-4938

Thomas D. Drennan
291 S. Tryon St., Suite 801
Charlotte, N.C. 28202
(704) 332-8521

Giles C. Darst
2206 DuBois Tower
Cincinnati, O. 45202
(513) 721-2962

Allen A. Preble
1 Northland Plaza, Suite 903
(Detroit) Southfield, Mich. 48075
(313) 352-8150

Joseph D. Keane
55 Madison Ave.
N.Y., N.Y. 10010
(212) 679-8810

T. David Ertel
2 Hopkins Plaza, Room 805
Baltimore, Md. 21201
(301) 685-1400

Richard Hill
208 S. LaSalle St.
Chicago, Ill. 60604
(312) 332-3716

Frank J. Medeiros
1505 Elm St.
Dallas, Tex. 75201
(214) 747-4295

George B. Dempsey
3345 Wilshire Blvd., Suite 501
Los Angeles, Calif. 90010
(213) 386-6871

Karl S. Herman
44 Montgomery St., 7th Floor
San Francisco, Calif. 94104
(415) 982-6262

Transfer your transport troubles to Nationalease

Full service truck leasing means your locally-owned Nationalease affiliate assumes this "headache list" for you:

- ☒ Accounting
- ☒ Administrative
- ☒ Bonding
- ☒ Breakdowns
- ☒ Capping
- ☒ Certificates
- ☒ Delivery
- ☒ Depreciation



- ☒ Design
- ☒ Disposal
- ☒ Downtime
- ☒ Emergencies
- ☒ Engineering
- ☒ Financing
- ☒ Fuel
- ☒ Garaging



- ☒ Inspections
- ☒ Insurance
- ☒ Lettering
- ☒ Licensing
- ☒ Lubrication
- ☒ Maintenance



- ☒ Obsolescence
- ☒ Ordering

- ☒ Painting
- ☒ Performance
- ☒ Permits
- ☒ Parts
- ☒ Proration
- ☒ Purchasing



- ☒ Replacement
- ☒ Repairs
- ☒ Reports
- ☒ Resale
- ☒ Safety
- ☒ Substitutes
- ☒ Taxes
- ☒ Tires
- ☒ Warranties
- ☒ Washing
- ☒ Winterizing

You get rid of transport headaches and can use your time and cash flow more effectively by dealing with your local Nationalease affiliate. He will rent or lease you one truck or a fleet...big rigs or a pickup...with local, regional, national, or Canadian coverage.



Rent or Lease
Totally tougher
CHEVROLET
TRUCKS

Look in the Yellow Pages or call collect 312/782-2991.



National Truck Leasing System

One North Wacker Drive/Chicago, Illinois 60606

Tilt *continued*

men and women 18 to 22 years old—the age where human motor capability is highest—to do it.

The basic premise was that backache problems stem from the fact that the human back fundamentally was engineered for four-legged animals, and thus a high expenditure of energy is required to maintain the upright position—and even more to work while standing or sitting upright.

By tilting the normally flat work table upward on an angle of six to 12 degrees, the researchers found that fatigue was dramatically reduced and that productivity increased 25 to 30 per cent.

"This was true even though the subjects had to lift their arms higher," says Prof. Eickelberg. "Their actual energy expenditure was less."

Would tilting the work table top even higher provide a further boost to productivity and reduce fatigue more?

No, the scientists say, noting the obvious: Above 12 degrees of tilt another problem arises—things start sliding off the table.

A pitch for curves

The tilting research produced some by-products.

It was found that most workers prefer curved motions of the arms to straight line motions. "They felt more comfortable with curved motions and assumed them almost automatically, particularly when even a slight amount of fatigue began to set in," says Prof. Eickelberg.

Also, the study indicated, assembly line workers are more efficient when their pickup bins are further away from them than are the work areas where they assemble items from the bins. On many production lines, parts bins are directly in front of or alongside workers, but Prof. Eickelberg says the rule should be: Pick up away, assemble near.

As he and Prof. Less continue their research, he comments:

"To require that an employee waste energy is not only harmful from a medical and physiological point of view, it is also a poor business practice which can only result in lower production and more expensive operating costs."

END

You tell us what your
company wants to do.
We'll tell you how to
finance it.

It's likely we've seen many
situations like yours in a
half century of financing thousands of industrial and
commercial firms.

So it's also likely that our people will have some
practical ideas about how you can obtain the funds to
put your plans in operation. Possibly more money than
you thought was available to you.

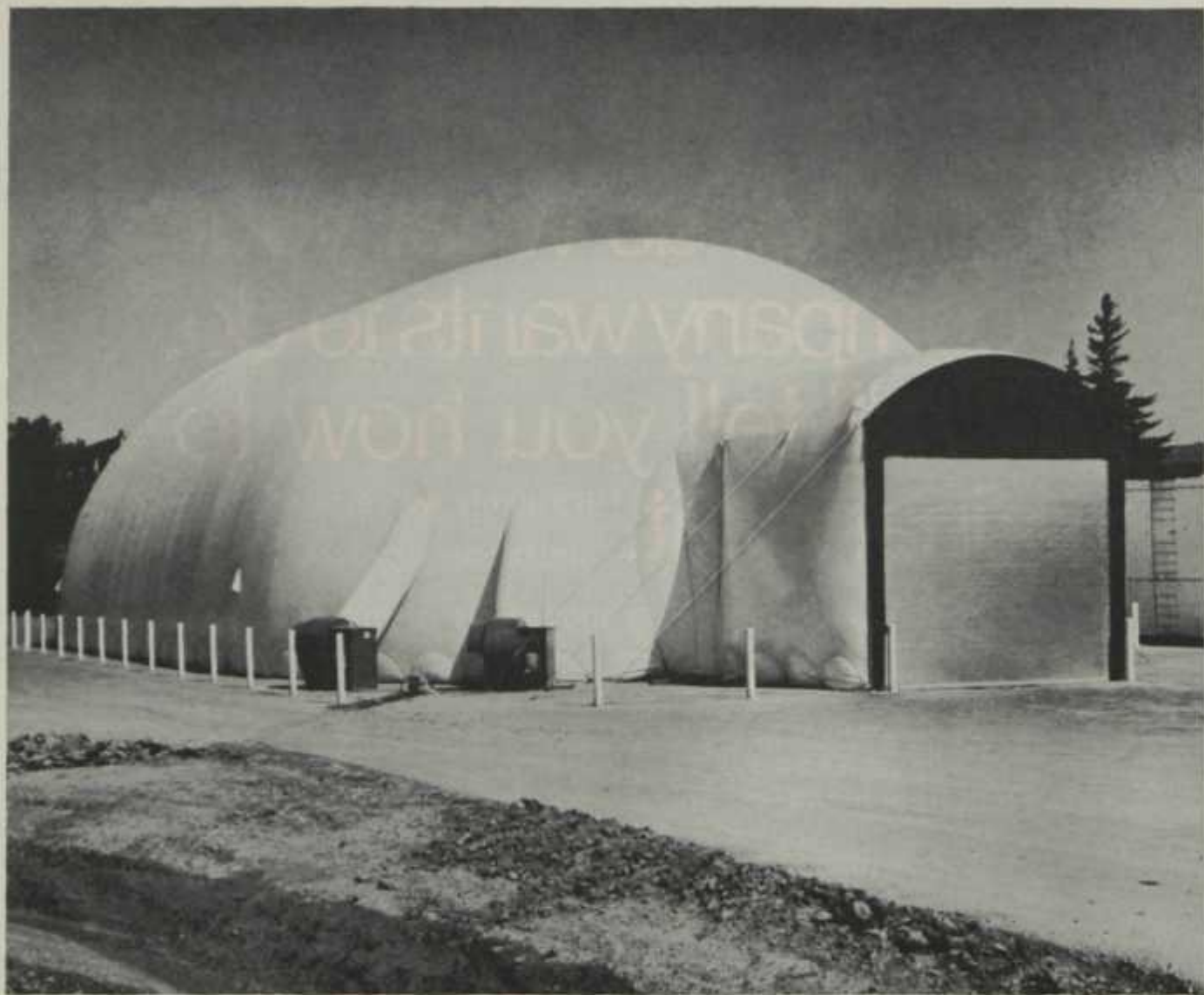
Call us and we won't waste any time. Usually we can
tell you during our first discussion whether there is a
basis for Heller financing. And if there isn't, we'll sug-
gest some alternatives. That's the way we do business.

Walter E. Heller & Company

105 W. Adams Street, Chicago, Illinois 60690 • New York • Boston • Philadelphia • Miami
• Baltimore • Syracuse • Detroit • Tampa • Atlanta • Los Angeles • Dallas
• St. Louis • Birmingham • New Orleans • San Francisco • Phoenix • Portland
• San Juan P.R. Heller services also available through Heller companies in Canada and eighteen
other countries around the world.

HELLER

The Businessman's Money Company



Four hours ago, this was an empty lot.

Now it's a warehouse ready to provide the most economical indoor storage available. Its cost—a tiny fraction of that of a permanent building. And air-supported structures offer a versatility not found in the more costly traditional buildings.

Air-supported structures can be erected on any reasonably level surface in only a few hours. Yet they are designed to last for years—even in the roughest weather—with only minimal maintenance. On the other hand, because they are so easy to put up and take down, they can be used on a seasonal basis or moved from site to site according to your needs.

For example, you can use an air-supported structure to store inventory—active or inactive—right next to the factory. Shipping costs to storage areas off the property can be eliminated. Very often, these

savings will pay for the cost of the structure.

And you won't have any construction problems or costly maintenance. Air-supported structures made with Du Pont Nylon or DACRON* polyester all but take care of themselves. They're rugged, weather-proof, fire-retardant and resistant to mildew and rot. And they're exceptionally easy to light, heat or cool.

Air-supported structures are available in a variety of standard model sizes, or they can be designed to meet specific requirements. They can be purchased outright, on a lease/purchase arrangement, or simply rented.

So take advantage of the low cost of inflation—with a versatile, economical air-supported structure. For more information, write: Du Pont Company, Room 31H1, Wilmington, Delaware 19898.

*Du Pont registered trademark.



Better things for better living... through chemistry

How Your Tax Dollars Support Strikes

Is it fair for welfare money to be used to subsidize workers' walkouts? Should unemployment insurance paid for by employers be used, as it is in some cases, as a club against those very employers?

photo sent back

During a seven-month-long strike against the New York Telephone Co., 32,000 idle workers drew nearly \$50 million in unemployment benefits at the rate of \$75 a week.

Now, the fund from which those benefits came is being replenished, over a period of years, to build it back to the point where it could withstand another such drain.

Who pays for all that largesse to the workers who stayed away from their jobs so long?

Why, the New York Telephone Co., their employer.

Under New York law, strikers are eligible, after a seven-week waiting period, to draw unemployment compensation—which is financed wholly by employers.

And because a company's unemployment insurance taxes are geared to the amount its workers draw under the program, the utility's taxes were tripled—to \$12 million a year—to compensate for the strike-caused drain.

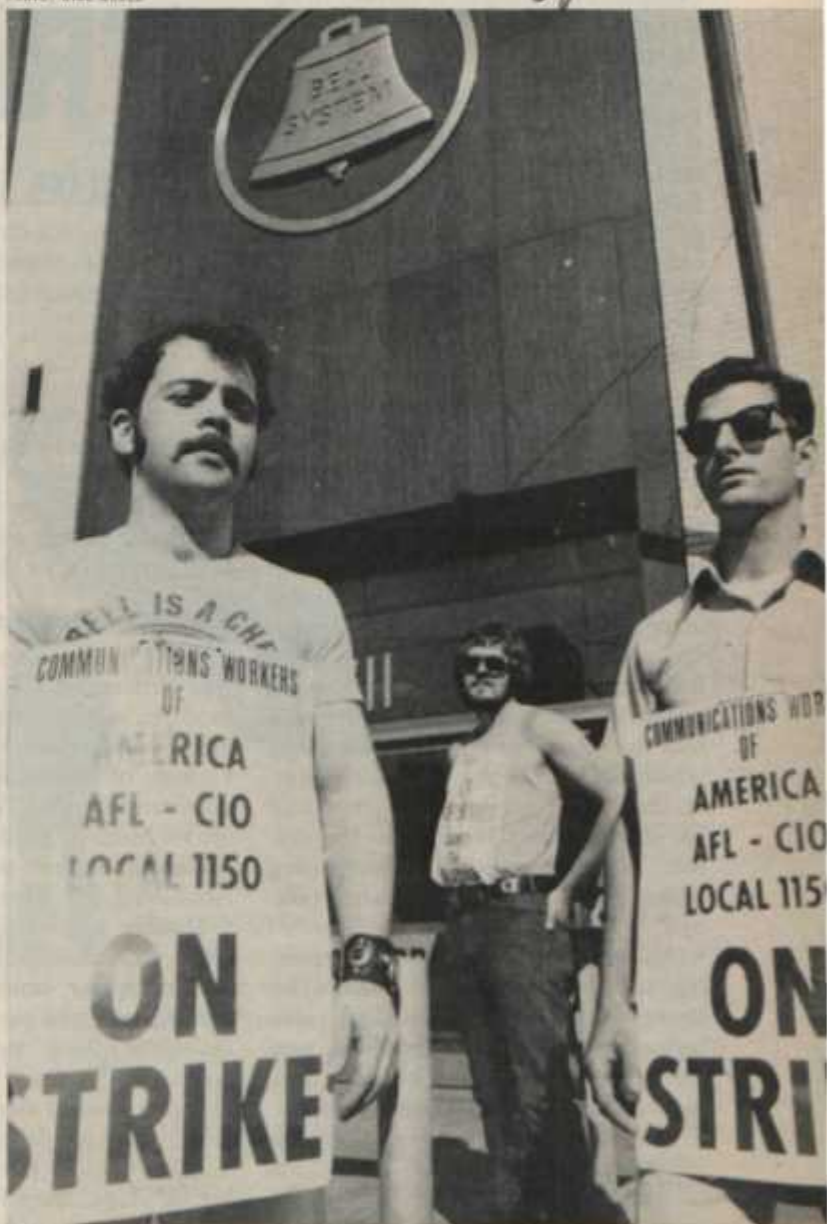
Welfare payments and food stamps also helped the strikers through the long period of idleness.

Because of the potential for walkouts in the scores of labor contracts expiring this year, the controversy over the whole issue of such government-sponsored strike benefits is expected to be hotter than ever.

Proposals to prohibit government aid to strikers are before the new Congress.

In introducing one of them, a bill to prohibit use of food stamps by strikers, Sen. Strom Thurmond (R-S.C.) said most people don't know this practice goes on, and when they find out "they are enraged because

PHOTO: WIDE WORLD



In New York, where strikers can draw unemployment compensation, telephone workers stayed out long after union locals elsewhere had settled a strike which began in July, 1971, against Bell System companies.

How Your Tax Dollars Support Strikes *continued*

their tax dollars are being used to help one side in a labor dispute. . . . Food stamps . . . should be used to help those who are genuinely in need."

And the entire issue has been brought into sharper focus than ever before with publication of a detailed report on "Welfare and Strikes—the Use of Public Funds to Support Strikers."

Published by the Industrial Research Unit of the University of Pennsylvania's prestigious Wharton School of Finance and Commerce, the first-of-its-kind study is certain to figure prominently in the forthcoming debate.

Among the report's principal findings:

- The chief avenues of public aid to strikers are welfare payments, the food stamp program and unemployment compensation. But there are others: tax-paid medical assistance, the surplus commodities program, the school lunch program and, in some cases, veterans' benefits.

- "Public welfare support is widely available to strikers. . . . Its use is already substantial and is growing rapidly."

- The total cost to taxpayers of public benefits to strikers will reach \$330 million a year in the near future but: "This figure does not include the cost of prolonging strikes. . . . It does not include the cost to the country of an inflation fueled both by spending on public support for strikers and also by the costlier strike settlements which will probably be their result. It does not include the potential harm which may be done to the system of free collective bargaining which is the basis of our labor policy."

- An important factor in the increasing use of government benefits by strikers is a change in workers' attitudes, with going on welfare now viewed as a "right" to be exercised, rather than a stigma to be avoided.

- The availability of such benefits increases "the propensity of unions to undertake strikes and . . . the probability that they will be longer, costlier or both."

- Employees of government welfare agencies are often highly cooperative in advising unions on the availability



ON
STRIKE

LONG ISLAND RAIL ROAD

Strikers who shut down a busy commuter line drew \$2.4 million in employer-financed benefits.

of assistance, and in making special arrangements to sign up strikers for welfare. In some cases, they have participated in prestrike discussions of what workers who left their jobs could count on in the way of relief.

Year-long investigation

The "Welfare and Strikes" report was written by Dr. Armand J. Thieblot Jr., associate professor of management, University of Maryland's College of Business and Public Administration, and Ronald M. Cowin, an ex-Marine captain who received a master's degree in business administration from Wharton last May.

During a year-long investigation, they conducted detailed interviews with company, union and welfare officials; analyzed pertinent literature, including local news accounts of strikes while they were in process; and did several case studies on specific strikes at plants of various sizes.

Regardless of the size of the industry or plant, they found, the availability of public aid is playing an increasingly key role in unions' decisions on launching and continuing strikes.

As a matter of fact, they decided,

it is now a more important factor than union strike funds.

The study comments: "It is an interesting question to consider how . . . in times of great prosperity, hundreds of thousands of highly paid, independent-thinking American workmen have come to accept 'being on welfare' not only with equanimity but even some glee in discovering a new tool against their employers during labor disputes."

While noting earlier sporadic instances of government aid to strikers, the study dates the current surge from the 1967-68 walkout in the non-ferrous metals mining (principally copper) industry, and more importantly from the 122-day strike in 1969-70 against General Electric Co.

The study recalls the copper strike:

"As the strike continued [it was to last 316 days] and personal savings disappeared, more and more strikers turned to public welfare to reduce the economic pressures.

"Strikers discovered that food stamps or surplus food were available in most states, and public assistance was apparently obtainable in all of the states affected except Arizona. [In Utah, the welfare department's reserves were nearly exhausted when the strike ended.]

"Undoubtedly, the capacity of the [unions] to sustain their long strike was materially enhanced by the availability of tax-supported strike benefits made available in substantial amounts."

Into the big leagues

The precedent had been set but it remained for the General Electric strike, which began in October, 1969, to move public funds' support for strikers into the big leagues.

The Wharton study describes what happened:

"The General Electric strike was to represent the most massive and skillful campaign waged up to that time by organized labor in order to obtain public support for strikers. Public support of strikers amounted to substantially more than was paid in union strike benefits.

"Indeed, almost every conceivable form of public aid was utilized by the General Electric strikers: food

At last! Low-cost leasing with outstanding maintenance and resale protection. What you'd expect from American Motors.

American Motors Leasing Corporation — Nationwide Rates

	Gremlin	Hornet 4-Door	Javelin	Matador 4-Door	Ambassador Brougham 4-Door*
Base List Price	\$2,098	\$2,343	\$2,889	\$2,853	\$4,461
MONTHLY COST: 24-month Lease Rate	\$63.88	\$67.73	\$78.89	\$72.08	\$106.02
Extended Buyer Protection Plan Maint. Option	\$ 6.75	\$ 6.75	\$ 6.75	\$ 6.75	\$ 6.75
TOTAL PER MONTH	\$70.63	\$74.48	\$85.64	\$78.83	\$112.77

* Ambassador standard equipment includes: 304 cu. in. V8 engine, air conditioning, automatic transmission, power steering, front power disc brakes, radio, tinted glass, whitewall tires, wheel covers, light group, inside hood release, clock, undercoating.

Rates subject to change if AMC suggested retail auto prices change. Rates exclude destination charges, state & local taxes, insurance, and options.



American Motors Leasing Corporation: a new name with a lot to offer. Like low rates, even for fully equipped Ambassadors. And these rates apply at all participating AMC dealers. No haggle, no hassle.

For 12 months/12,000 miles, you automatically get all the benefits of the American Motors Buyer Protection Plan—including the Trip Interruption Protection and loaner car provisions. For just \$6.75 a month extra, you can buy the Extended Buyer Protection Plan. It doubles the warranty period to 24 months/24,000 miles and includes all factory-recommended maintenance items such as oil

changes, major tune-up, wheel alignment.

At the end of the lease, more protection. With open-end leases you risk a car resale charge due to lower-than-expected used car value. But AM Leasing uses only closed-end leases. So the resale risk is ours.

Check and compare. For more facts and the name of your nearest participating AMC dealer, call toll-free 800-521-7506. In Michigan, 800-572-9579.

You'll find the outstanding value and protection you'd expect from American Motors.

**AM
Leasing**

WE WANT YOU TO COME BACK.

How Your Tax Dollars Support Strikes *continued*

stamps, surplus food, public assistance, unemployment compensation, veterans' benefits and even Social Security benefits were reported to have been used.

"Although state welfare programs and laws vary throughout the United States, generally strikers everywhere received some form of support from public service agencies."

In all, support of GE strikers cost the taxpayers \$25 million—a figure that does not include employer-financed unemployment benefits.

Almost two months in advance of the General Electric strike, union leaders had begun meeting with public and private welfare agencies to discuss assistance to strikers.

"Union officials and community services representatives who had a working relationship with public service agencies experienced little difficulty in integrating public programs and resources into their strike-assistance effort," the report says.

"For several months, communities watched thousands of General Electric strikers sustain a labor dispute that had incorporated public aid into the labor movement's . . . war chest. . . .

"The experiences of the General Electric and nonferrous metals strikes confirmed that organized labor had discovered the welfare system and compelled a recognition that most future strike assistance for union members is likely to come not from unions, but from public sources."

That's the way it worked out.

In September, 1970, the United Auto Workers struck General Motors Corp. and, before the walkout ended 71 days later, at least \$30 million in public funds had gone to the strikers. In Michigan alone, the aid totaled \$15 million.

Says the Wharton study: "The General Motors strike affected all individuals residing in the United States. During a period of swelling public relief rolls, welfare agencies removed at least \$30 million from public funds and distributed them to individuals who were without income because they had chosen to strike for higher wages and added benefits. The greatest share of this cost was met by the federal government. . . ."

A sampling of case histories of strikes at other plants across the country shows a similar pattern. The Wharton study reports these findings:

- A 160-day stoppage at the Lester, Pa., plant of Westinghouse Electric Corp. "demonstrated a union's capability to sustain a prolonged strike without paying any strike benefits. . . . Public subsidies played a key role."

- A 157-day strike against a Johns-Manville Products plant in Manville, N.J.: A company official reported that "the lack of financial pain and pressure on many strikers because they received food stamps, welfare cash grants, Medicaid, union strike benefits or a combination of these subsidies had a significant influence on the bargaining atmosphere." As one striking employee put it, he and his family could comfortably ride out the strike—"We're not hurting any."

- A 17-week strike against the California and Hawaiian Sugar Co., Crockett, Calif.: "It is reasonably clear that the ready availability of welfare benefits and food stamps prolonged this strike . . . [which] was apparently so well subsidized by welfare benefits that the union's strike fund went unspent."

Unemployment pay's role

The role of unemployment insurance in government-sponsored aid to strikers is not as widespread as that of welfare and food stamps but experience has shown it can be a major factor.

Although, as already noted, unemployment compensation is financed 100 per cent by employers, two states, New York and Rhode Island, provide for benefits to strikers after waiting periods (the one in Rhode Island is six weeks—one week less than New York's).

Striking railroad workers receive unemployment compensation in all states. They are covered by a federal program and, if they strike or even refuse to cross a picket line, they become eligible without a waiting period.

Between 1953 and 1971, the Wharton study reports, railroad employees on strike or idle because of a strike drew more than \$53 million in unem-



GE strikers in 1969 were among the first to make extensive use of public welfare to prolong a walkout.

ployment benefits financed entirely by their employers.

In the most recent prolonged stoppage, nonoperating workers of the Long Island Rail Road forced a complete halt in service over a seven-week period that spanned the Christmas holidays.

While 90,000 commuters who ordinarily use the line daily spent hours fighting traffic jams, and while shopping and other activities of another 90,000 riders were disrupted, the employees drew nearly \$2.4 million in unemployment benefits whose basic source was revenues from those same riders.

The impact of government-sponsored benefits in labor strike strategy was underlined by the New York Telephone Co. strike—the 23 New York State locals of the Communications Workers of America rejected an agreement that had been worked out by their leaders and the company although every other union local in the country voted to accept it.

Employers in New York and Rhode Island have pleaded in vain for repeal of their states' provisions for unemployment benefits to strikers, arguing it is grossly unfair to



About \$30 million in public welfare funds went to General Motors employees in a 1970 strike. That aid, say the authors of a report on government assistance to strikers, shows "the extent to which public funds have become a vital part of organized labor's strike assistance program."

force businesses to finance strikes against themselves. And President Nixon, in a message to Congress, has said: "The unemployment tax we require employers to pay was never intended to supplement strike funds to be used against them. A worker who chooses to exercise his right to strike is not involuntarily unemployed. . . . I propose a requirement that this practice of paying unemployment insurance benefits to workers directly engaged in a strike be discontinued."

Bills to accomplish that discontinuance have died in Congress.

In addition to the two states paying benefits to strikers, workers in 14 other states may become eligible for unemployment compensation if their work stoppage is termed a lockout.

"The difference between a strike and a lockout is more a matter of semantics than anything else," the Wharton study says, and the fact that the distinction isn't sharp "leads to deliberate misuse."

The survey states that: "Organized labor is unflagging in its effort to make unemployment insurance available to strikers in more states."

(A copy of the full, 271-page Wharton report may be obtained

from the Industrial Research Unit, 4025 Chestnut St., Philadelphia, Pa. 19104, for \$6.95.)

Cause célèbre at Dow

The business community nationally is concerned about a situation in Bay City, Mich., where 140 workers on strike against a Dow Chemical Co. plant have drawn more than \$250,000 in unemployment insurance benefits despite a state law that specifically bars strikers from receiving them.

After walking out at Dow, the strikers were advised by union leaders to make arrangements to get other jobs—ones from which they would be quickly "laid off" by friendly employers.

Under a 1968 Michigan Supreme Court decision, strikers who take interim jobs from which they are laid off are eligible for unemployment compensation.

But, because they don't work long enough for the interim employer to establish a record on which unemployment taxes are based, the benefits are charged to the primary employer—in this case Dow.

This practice of payments to strik-

ers is being challenged in federal court by the company and the Chamber of Commerce of the United States.

What is the answer to the growing problem of tax-supported benefits that help subsidize strikers?

For the authors of the Wharton report, it is clear-cut: "We propose that Congress, state governments and appropriate administrative officials simply declare strikers ineligible for any tax-supported benefits."

They also raise the possibility that unions explore the possibilities of devising a system of strike insurance as a "legitimate self-help arrangement."

The authors conclude:

"Whether unions accept our strike insurance suggestion is not the important question. Rather, it is whether Congress and state legislatures will take the steps that are necessary to free welfare programs—and the taxpaying public—from the burden of supporting strikers."

Failure to "untangle collective bargaining from the welfare system," the report says, "could drastically reduce or possibly end the usefulness of the American system of collective bargaining."

END

What 100 Extra Jobs Mean to a Community

A new study analyzes the ripple effect of benefits to an area when employment rises

Cullman County, population 52,700, sits on the Cumberland Plateau in a scenic corner of Alabama, near the Arkadelphia Mountains and the swift Black Warrior River.

Its history as a county goes back to 1873.

That was when Col. John G. Cullmann, a German immigrant who dreamed of building a colony of his countrymen, bought the 5,400 square miles that make it up from the Louisville and Nashville Railroad.

But Cullman (one "n" was dropped with the passage of time) County has more than scenery and history going for it.

For example, timber, coal and inexpensive Tennessee Valley Authority power. Most of all, it has an energetic, ambitious work force and a determination to see all gainfully employed.

Between 1960 and 1970, it persuaded more than a score of companies to locate there. After arriving, many have expanded their operations—some, several times.

The result: Rises in incomes, retail sales, bank deposits, population and school enrollment.

Cullman is one of 10 counties pri-

marily rural until the '60s in which the economic impact of new jobs was measured by the Economic Analysis and Study Group of the Chamber of Commerce of the United States. The research brings up-to-date studies by the Chamber in 1954 and 1962.

It shows that every new 100 factory workers in such counties means also:

- Personal income—up \$1,036,000 yearly.
- One more retail establishment.
- Retail sales—up \$565,000 per year.
- Bank deposits—up \$490,000.
- Nonmanufacturing jobs—up 68.
- Population—up 351, including 97 more families.
- School enrollment—up 79.

The new study has two parts. One compares changes in 10 rural counties which industrialized between 1960 and 1970 with 10 counties which did not. The other part studies metropolitan areas, measuring economic changes accompanying increases in total employment—both manufacturing and nonmanufacturing.

In addition to Cullman, the counties which industrialized were Benton, Ark.; Montgomery, Ky.; McLeod, Minn.; DeSoto, Miss.; Hall,

Nebr.; Wayne, N.C.; Florence, S.C.; Johnson, Tenn.; Hopkins, Texas.

Population increased a total of 56,796 in these counties, but dropped 23,989 in the counties which did not industrialize.

Criteria for choosing counties for study were: Manufacturing employment in 1970 more than double that of 1960; over 1,000 more manufacturing employees in 1970 than in 1960; manufacturing employment in 1970 more than 20 per cent of total employment; major employment change between 1960 and 1970 an increase in manufacturing jobs; and the county neither part of, nor adjacent to, a metropolitan area.

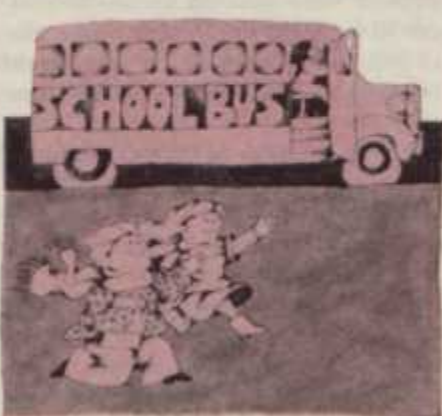
Identical results from industrial growth cannot be expected in all communities. Economic effects will depend on many factors, including the type of factory, characteristics of the labor force, wage scale of the factory, and the nature, size and utilization of community facilities.

If the community has unused labor supply, buildings and other resources, there will be less impact than if its resources already are fully utilized.

The metropolitan area portion of



351 More People



79 More Schoolchildren



\$1,036,000 More
Personal Income Per Year

*Not Work
(1st time)
in file*

*may sent
2-2-73*

the study compared economic changes in 127 areas having employment growth (both manufacturing and non-manufacturing) of from 20 per cent to 125 per cent between 1960 and 1970 with 127 areas having less growth—from an 8.8 per cent loss to a 20 per cent gain.

In the metropolitan areas with more than 20 per cent employment growth, an increase of 100 jobs means gains like these:

- Personal income—up \$872,000 yearly.
- Two more retail establishments.
- Retail sales—up \$395,000 per year.
- Bank deposits—up \$481,000.
- Population—up 245, including 69 families.
- School enrollment—up 80.

Rural areas studied show greater gains, but that does not mean the employment impact is less in cities. The differences are due largely to differences in concept between the two portions of the study.

When a rural area industrializes, a visible relationship exists between increased manufacturing employment and greater nonmanufacturing employment for teachers, sales clerks, doctors and so on. In the rural coun-

ties, all economic changes are attributed to the increase in manufacturing employment.

In metropolitan areas this relationship is less definite.

Industrial growth, with its higher incomes, increased markets and higher tax revenues, has long been welcomed in the United States and most other countries. However, in recent years, we have come to realize that sometimes it also brings jammed highways, foul air, polluted water, smog and other undesirable effects on our environment. As a result, some areas have passed laws to restrict growth, through strict controls on land use and pollution.

This study, contained in a booklet entitled "What New Jobs Mean to a Community," does not say whether growth is good or bad. But economic growth will be needed if the quality of life is to continue to improve.

The real issue is not growth or no growth, but rather the kind of growth, especially its quality.

Information on the booklet can be obtained from Economic Analysis and Study, Chamber of Commerce of the United States, Washington, D.C. 20006.

—FRED D. LINDSEY

ILLUSTRATIONS: JACK LEFROWITZ



One More Retail Establishment



68 More Employed
in Nonmanufacturing Jobs



97 More Families



\$490,000 More Bank Deposits

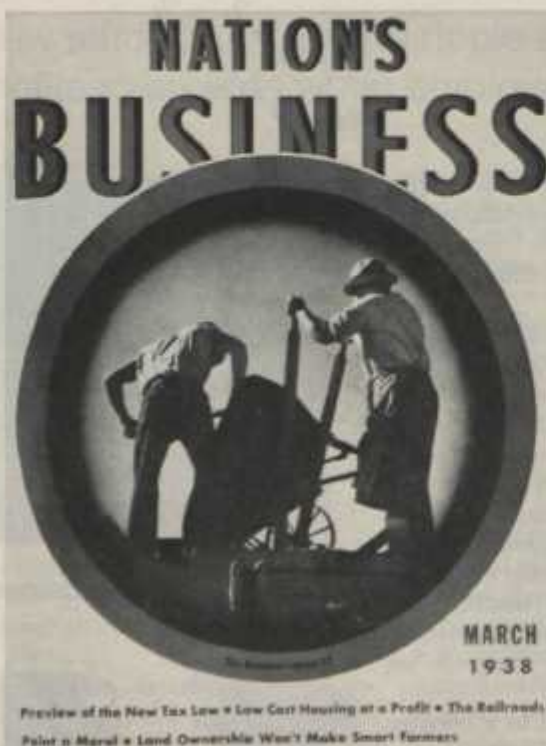


\$565,000 More Retail
Sales Per Year

The Past Is Prologue

Thirty-five years ago in Nation's Business

(established 1912)



Taxes! Taxes! Taxes! A subject much on everyone's mind at this time of year got a thorough going over in the March, 1938, edition of NATION'S BUSINESS.

In an article entitled "Heads, They Win—Tails, We Lose," Hugh J. Gillingham spelled out some of the things he believed wrong with the income tax laws, a subject of unabated debate 35 years later. "Inequitable and unnecessarily complex" were two major complaints in 1938 that persist and intensify as the April 15 deadline nears in 1973.

A companion piece was an interview with Kentucky's Rep. Fred M. Vinson, then chairman of a House Ways and Means subcommittee that had just threshed out a new tax law. "The corporate tax treatment will bring in the revenue we must have, and it will do away with many of the hardships and inequities complained of in the present law," the future Chief Justice of the United States commented.

There also was a fictional vignette called "A Figg for Profits" that gives an indication of what was foremost on businessmen's minds in those days.

The auditor of Fig. Figg & Figg reports bad news to J. Warburton Figg, the firm's president. Despite tax after tax after tax, the firm still has a profit. Distressed, Mr. Figg wanders in the street, bemoaning his disgrace in the eyes of community and family. But there's a happy ending. He finds a mongrel dog, pays out a \$2 dog tax and exclaims as he hugs the mangy pup: "Now the government has it all. You have made me a respectable man again."

Various articles in the magazine touched on a wide range of issues—from low-cost housing to the state of railroads to government regulation of futures trading to the farm problem to the emerging "fibrous glass industry."

A regular column on developments in business told of the arrival, accompanied by more convenience and safety, of push-button tuning in a new automobile radio.

Lui F. Hellmann, a self-made businessman, worried about the training of future workers in an article headlined: "What Shall We Do With Them?" Business was having difficulty finding skilled workers despite high unemployment, he reported. He advocated earlier training for teen-agers to acquaint them with the world of work.

In a short note entitled "One Year in Knee Breeches?" Herbert Corey cited the arrival in England of businessman Joseph P. Kennedy, accompanied by his wife and nine children. The future President's father had been named ambassador to the Court of St. James. Mr. Corey said he had a "strong hunch" that "Great Britain will try to pay him money and give him a knighthood if he will settle down in London just as . . . [did] Sir Henry Thornton, the American railroad man."

Filed

That Preformed rope is a shutdown saver
Yes—for many jobs—it's the best there is

Preformed WIRE ROPE

Gives Greater Dollar Value on Many Applications



**Have I got something
for You!**

**The 2100A—a whole new
idea in a high-quality,
low-cost copier
for the small office.**

Here's a real performer that does everything well - and at a per-copy price you can't beat. That's how we build the 2100A - Sturdy, Dependable and Versatile. It has all of the big copier features for small office use - complete document safety, delivers page sizes, any length

up to 14" long - copies from books and each copy is clear and clean as bond paper. Call us or write for a 2100A demonstration. You'll see why it is called the "small office, new idea copying machine," and best of all, you'll like the price.



☐ I'd like to see the 2100A perform.

☐ Send me a free 2100A brochure.

ICR Inc.
THE IMAGE MAKERS

6500 N. Lincoln Ave.
Chicago, Ill. 60645
312/338-1700

Name N83

Company

Address

City State Zip

Phone



Corporate leaders whose side isn't being heard by the public must learn some truths about publicity

Ever get the feeling, when you or your company are thrust into a major issue that will be decided by public opinion, that nobody is listening?

Ever feel the frustration that comes when you've done your best to convince the public of your position—but failed?

Today these defeats can be doubly costly. For years your company may report lower earnings per share because you didn't get the message across, or the public didn't respond favorably.

While you lick your wounds, do some soul-searching.

Why didn't you get the response you sought?

Why, when some Congressman or a major publication criticized you, your firm or your industry, didn't other Congressmen or publications rise to your defense?

Sure, you may have done some silly things. Or possibly your industry has seemed to be operating with somewhat of a "public be damned" attitude. But was the situation so bad as to generate such intense and prolonged negative feelings?

You know your side had a much better defense than what appeared in the public prints. And you have proof the public is at least listening to your advertising—because of the sales results. Those incoming dollars tell you the public's out there.

Yet, in the equally important area of legislation, newspaper headlines, political decisions and widely reported public debates, you continue to lose.

So why aren't you being heard?

Odds are, you aren't geared to it.

Take for example, my industry—

ARTHUR R. ROALMAN, author of this article, is a vice president of CNA Financial Corp. and a past president of the National Investor Relations Institute.

insurance. Recruiters for insurance companies normally have difficulties attracting top students.

"Five thousand students may be graduating on one large campus," says a vice president responsible for personnel and related functions in a giant insurance complex.

"If we're lucky, we may have eight of those 5,000 come to our on-campus recruiter. Four of those eight probably are there by mistake, thinking that they really were going to the GM or Ford interview.

"Our industry has a bad image that costs us millions annually in personnel matters, legislative restraints and disenchantment in the financial community."

There is little doubt that the insurance industry has a poor public image. Congressmen frequently use it as a whipping boy. Writers consider it a favorite target.

Yet, the insurance industry, which has one of the most complicated services, sold through a complicated distribution system and regulated in ways that border almost on the mysterious, spends far less per dollar of sales than almost any major industry to hire professional communicators.

You can count on one hand the insurance companies which have—per dollar of sales—as many professional communicators as, say, the major companies manufacturing steel, pharmaceuticals, chemicals or even toys.

Free publicity?

The same comparison could be made between insurance companies and banks. Ten years ago, banks had the problems insurance companies are having now. But with the help of an increasing group of professional communicators, they are beginning to solve some of their public image problems.

The corporate leader who wants

to make sure that his corporation's views are heard and given at least a fair chance to prevail, when attacked by writers, college professors, legislators and other responsible or irresponsible critics, should first recognize the truth about "free publicity."

Rarely is any favorable publicity free. It is only by the most unlikely good fortune that a corporation's point of view gets national attention without skilled and costly effort.

Such effort requires good professional people.

After eradicating the dangerous myth of free publicity, a corporate leader must then commit himself to spending enough money to reach the public.

He must hire a staff of professional communicators who understand what's news and what isn't—and also what's good for a magazine story and what's a dud.

He should have a public relations staff large enough to get across the corporation's point of view, not blindly but with balance.

The corporate leader must break away from legalistic jargon, which is highly protective but rarely projective. It has little value in swaying public opinion.

And he must overcome the delusion that by winning a major point with his directors in the board room, he has convinced the world.

A test to take

If your company isn't communicating fully and successfully with the public, ask yourself these questions:

1. Are we living on "free publicity?"
- If the major activity of your communications staff is grinding out multitudes of "product releases," puff pieces on corporate executives and quarterly financial reports—you've got problems.
2. Are we adequately staffed for the communications job?

The figures vary by industry, but a rough rule of thumb is that for every \$25 million in annual sales up to \$100 million, a company should have at least one full-time professional communicator. Not an advertising man, but someone experienced in working with editors and writers.

Companies in highly competitive consumer businesses may need

- more staff. Others may need less.
3. Are we getting communications into the act early enough?

It does little good to be well staffed if your experts aren't well informed on corporate thinking during the early stages of any major corporate project.

If you're planning to do something of broad interest to your shareholders, employees, customers and the influential public—like voters, legislators and regulators—talk early with your communications professionals about your plans.

4. Are we using "projective communications?"

Don't be satisfied to have a top executive give a speech and have his words heard only by his immediate audience. Professional communicators can market that speech—providing the speaker said something—onto the national or international scene.

Understanding at the top

If you are fully geared for the job, then keep these facts in mind:

Broad-scale communication is a top echelon function. The top man and his trusted lieutenants must understand it, and understand it well, to get their views across.

Senators, Governors and mayors, as well as Presidents, understand communications well.

They know how to voice their ideas for maximum effect.

They know what kind of impact a statement made in the hurly-burly of a news conference can have.

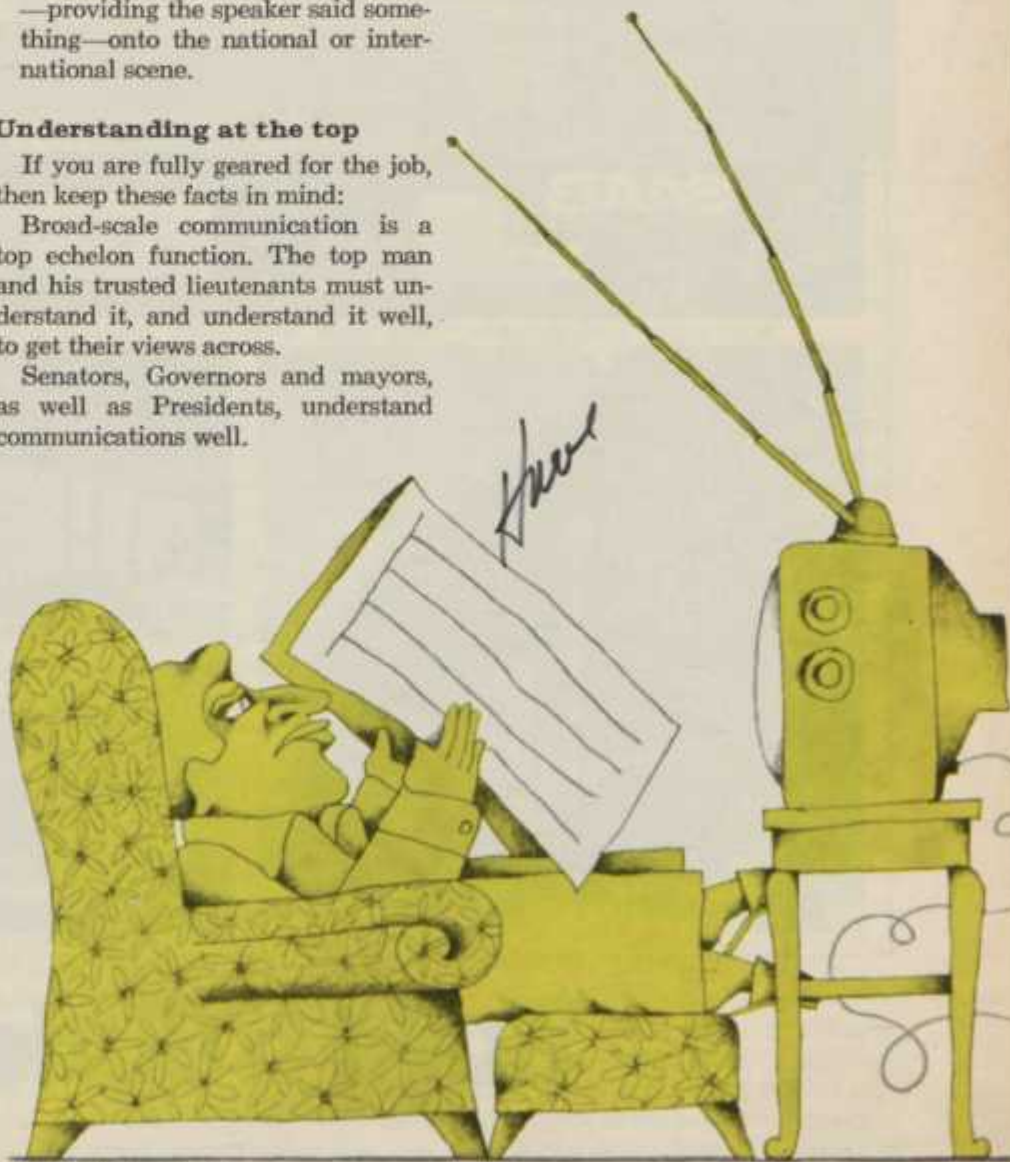
They know the impact of "No comment" and what to say for publication when they can talk without being quoted.

They know what's news and what is not.

They're professionals.

To get the public's eye and ear you must be a professional, too. END

REPRINTS of "Hello, Out There!" may be obtained from Nation's Business, 1615 H St. N.W., Washington, D.C. 20006. Price: One to 49 copies, 35 cents each; 50 to 99, 30 cents each; 100 to 999, 17 cents each; 1,000 or more, 14 cents each. Please enclose remittance with order.



ILLUSTRATIONS: JACK LEPKOWITZ

Mag art 2-2-73

You can build a new building and know what it's going to cost before you start.

All too often that's not the case in commercial, industrial or institutional construction. Because the responsibility for the various phases of the building project gets spread among too many parties and no single source has control.

And, unless you're an experienced construction professional, you have no choice but to delegate.

So, why not select one construction professional to

assist you with management of the entire project? A professional capable and experienced in balancing good design with construction economy. A professional who can help you set the right budget and then help you stick to it. A professional like your Butler Builder?

When you build this way, you assign design and construction responsibilities to just one source. Which means instead of opening bids to find out if you can afford the building you've designed, you design your building to meet

your budget and your needs. And, you maintain an open line of communication on all phases of your project.

So don't let the fear of uncontrollable costs keep you from building the building you need. Build a Butler building and know what you're getting into.

For more information, call your Butler Builder? He's listed in the Yellow Pages under "Buildings, Metal." Or write us for this free informative brochure. And, if you'll tell us how you plan to use your building, we'll try to supply color photos of how others have used Butler buildings in a similar manner.



Write Butler
Mfg. Co.,
BMA Tower,
Dept. B-113,
Kansas City,
Missouri
64141.

Know what you're getting into.



Build a Butler Building



Serving building needs internationally, with plants and offices in the United States, Canada, Mexico and the United Kingdom.

A Moderate Approach to the Minimum Wage

BY REP. JOHN N. ERLNBORN (R.-ILL.)

Too little give and too much take is not the way to handle a complex issue on Capitol Hill, this Congressman writes

John



PHOTO: HARRY CASTELLONE

*May sent
2-2-73*

Predicting what Congress will do with legislation is often an unreliable and risky business, but it does appear that some kind of minimum wage bill will get through Congress this year.

If asked, I would have made the same prediction last year. And I would have been wrong. For while both the House of Representatives and the Senate passed minimum wage bills in 1972, the effort to get the bills to a House-Senate conference failed and the bills died.

A more difficult matter than predicting passage this year is forecasting what form the bill will take. Will the final legislation be along the lines of the more expensive, AFL-CIO-backed measure that passed the Senate last year, or one closer to the proposal I advocated that became the official House bill?

In January, four colleagues—Reps. Don Fuqua (D.-Fla.), Joe D. Waggoner Jr. (D.-La.), Albert H. Quie (R.-Minn.) and John B. Anderson (R.-Ill.)—joined me in introducing a new minimum wage bill that is patterned after the House-passed bill of last year. We believe it is a realistic

approach to adjusting the nation's minimum wage structure.

Significantly, however, our bill has some notable differences from the 1972 House measure that we think make it more appealing.

First, it would raise the wage floor from the present \$1.60 to \$1.80 per hour for most nonagricultural workers 30 to 60 days after the President signs the bill. One year later, the minimum would go to \$2, and it would go on to \$2.10 a year after that. The 1972 House bill stopped at \$2.

Second, our bill would allow 16- and 17-year-olds in full-time jobs to start at \$1.60 per hour (or 80 per cent of the applicable minimum, whichever is greater) and continue at that rate for the first six months of employment. The 1972 bill had this youth differential, but without the six-month-only provision.

(Last year's Senate bill, it should be noted, had no youth differential, and would have pushed the minimum wage to \$2.20.)

A minor change would have the youth differential apply to workers who are full-time students for as long as they are students, rather than re-

stricting it to students under 21 as did last year's House bill. We don't want to jeopardize the jobs of some college juniors and seniors.

A second group of nonagricultural workers (mostly employees of restaurants and retail businesses) were not mentioned in minimum wage laws prior to 1966. The floor under their wages has gone up in four stages. They now have a \$1.60 minimum, which has been in effect since Feb. 1, 1971. Our new bill proposes to bring this up to \$2.10 per hour, but in four steps, instead of three. The first step, in 30 to 60 days, would take the minimum to \$1.70.

A third group of employees to get higher minimums would be agricultural workers. Their floor now is \$1.30 per hour. It would go to \$1.50; then to \$1.70 after one year and to \$1.80 the following year.

"Domino effect"

The AFL-CIO took one look at our new bill and called it insufficient. Some employers probably will call these raises too generous. We look upon them as moderate and possible.

All Americans have a big stake in

A Moderate Approach to the Minimum Wage *continued*

this. A major question to consider is how fast and how far the minimum wage should rise when the U.S. is still struggling to control inflation and reduce unemployment.

Businessmen, in particular, fear the "domino effect" of an increase that tends to push up the wages of higher-paid workers to keep pace with gains legislated for lower-paid employees. This makes businessmen less willing to take on new help, accelerates the trend toward mechanization in many industries and can work a hardship on financially-pressed companies.

It's expected the Senate will again pass, by a sizable margin, a bill that will win accolades from the AFL-CIO. The House—I hope—will approve our bill again.

If so, the stage will be set for a Senate-House conference where differences between the two versions can be hammered out and the final bill shaped.

However, neither of last year's bills ever got to a conference because Democrats on the House Education and Labor Committee refused to compromise.

Tracing the course of the House minimum wage bill last year illustrates how difficult it is to make hard and fast forecasts about passage of legislation this year.

The House acted first on the minimum wage in 1972. Our Education and Labor Committee reported out a bill which virtually had been written at AFL-CIO headquarters. As the ranking minority member of the subcommittee which held hearings on the bill, I thought it went much too far.

I tried to persuade the Democrats on our Committee to come up with a bill which would be less burdensome and more progressive. But, as so often happens on the Committee, they wouldn't compromise.

For example, the House Committee bill would have extended minimum wage coverage to about 5.9 million more workers—employees of federal, state and local governments, domestic household workers, and others in agriculture, manufacturing and miscellaneous jobs.

Most of these people would not be affected by an increase in the mini-

um wage because they already are paid well above that figure.

Minimum wage laws have other provisions, however—provisions for overtime payments, for example.

Policemen, firemen, transit workers and farm workers have overtime problems which differ markedly from those of most other workers. Over the years, solutions have been found for these problems—solutions which seem to be generally satisfactory to both employers and workers.

But the House and Senate labor committees would have thrown these solutions out the window, along with all the compromises that have made them workable. These arrangements have done well, however, and I believe we should stay with them.

Youngsters without jobs

Another prickly problem in putting together a minimum wage bill is its effect on unemployment.

When unemployment statistics are broken down, it becomes clear a disproportionate number of teen-agers are out of work. A lot of them are 16- and 17-year-old high school dropouts. The House Committee bill proposed no accommodations for them, but some of my colleagues and I wanted to let these young, inexperienced people go to work at a lower rate than people who are older and more seasoned, and to provide an incentive to employers to hire and train them.

Because of these differences with the Committee bill, Rep. Fuqua joined me in getting our version of the minimum wage bill to a vote on the floor of the House. It won and the Erlenborn-Fuqua substitute became the House's minimum wage bill.

Two weeks later, the Senate Labor and Public Welfare Committee reported a bill which was nearly identical to the one that had been favored by the House Education and Labor Committee. It won approval of the Senate in late July.

That's when the fun started. Rep. Carl D. Perkins (D-Ky.), chairman of the House Education and Labor Committee, made a routine request for unanimous consent to disagree to the Senate changes and to ask for a conference.

I inquired: "Who would the House conferees be?"

They would be, said the chairman, six Democrats and four Republicans; and all six Democrats would be Congressmen who favored the House Committee approach to minimum wage legislation, and who were implacable opponents of the Erlenborn-Fuqua substitute, now the official House bill.

On that basis, I refused to give unanimous consent. This compelled Chairman Perkins to come back with a motion for a conference. (The House conferees, of course, would be the same.)

I urged defeat of this motion and, on Aug. 1, our side won by eight votes. I argued successfully (and I had House precedents on my side) that we must expect to make compromises when we take a bill to conference; but we could not expect equitable adjustment of differences unless a majority of the House spokesmen were behind the House's bill.

Chairman Perkins repeated his motion on Oct. 3 and the result was the same, even to the eight votes. That killed the minimum wage bill, although its death was needless. Our side was quite willing to go to a conference with the Senate, provided it were a bargaining meeting rather than a sellout of the House position.

Chairman Perkins was in no mood to yield, however. He insisted on the chairman's prerogative to suggest (and, thus, in effect, to appoint) the Democratic conferees.

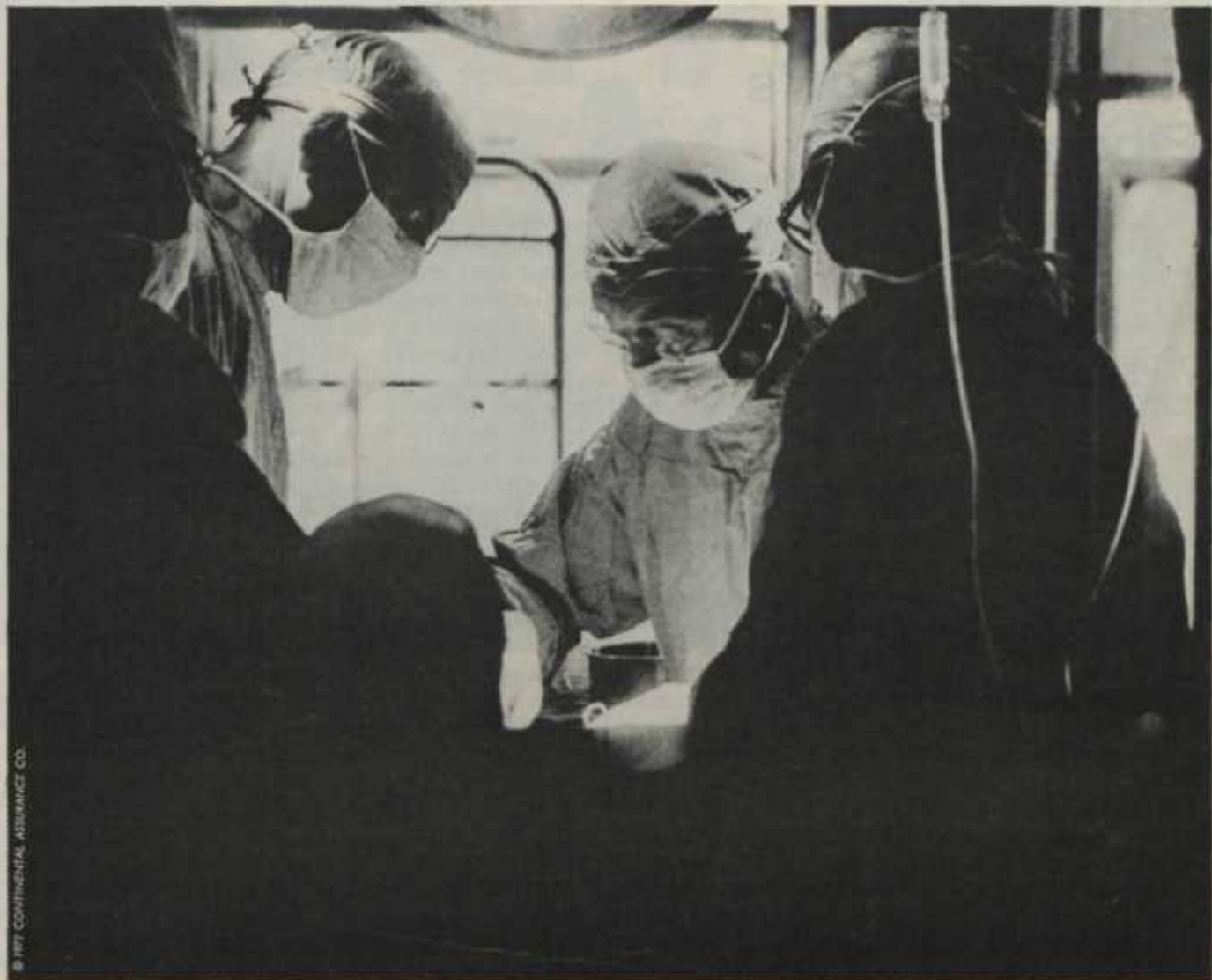
Rather than give in, he allowed the bill to die.

In my opinion, we were able to stand up last year to Chairman Perkins, to the AFL-CIO's friends on the House Education and Labor Committee and also to the Committee on Political Education, the AFL-CIO's political arm, because of support from businessmen, who began to act in concert when their interests were involved.

Hopefully, this support will carry over into 1973.

In addition, the changes to our bill are intended to show a willingness to compromise and bargain in good faith. I trust that Democrats on the House Education and Labor Committee will show a similar spirit this year. END

Continental.
We add assurance to life in an unsure world



© 1977 CONTINENTAL ASSURANCE CO.

... by inventing life insurance plans that help solve the problems of disability, too. Long term disabilities carry with them more than the personal discomforts and disillusion of the injured. The economics of disability touch the lives of families, the futures of businesses. Continental Assurance designs life insurance that includes disability income coverage for individuals and groups.

There's a better life in an unsure world through more kinds of life, disability income, retirement and group insurance from inventive Continental, the No. 1 Choice of Insurance Pros.



Life
CONTINENTAL ASSURANCE CO.

A PART OF CNA FINANCIAL CORPORATION

Sitting at the Administration's Elbows . . .

... And sometimes giving the government a nudge are members of perhaps the world's most exclusive group of learners, those special assistants known as the White House Fellows

The Washington press corps, frequently baffled by the identity of strangers who turn up at top-level conferences, has learned to recognize one clue.

When the youngest member in a group is positioned near the President or a Cabinet officer for a major policy announcement, reporters assume the unknown is a White House Fellow. They usually are correct.

White House Fellows are exceptionally promising men and women aged 23 to 36 who survive a selection system tougher than the competition for Rhodes Scholarships. Each September, 15 to 20 successful candidates among 1,500 applicants from business, professions, universities, the military and public agencies are appointed to serve for one year as personal assistants to Presidential advisers and Secretaries of Executive Departments.

The basic concept of the program, proposed by John W. Gardner in 1964, is to involve the Fellows actively in the decision-making process,

promoting better understanding of how the federal government works. They operate on rarefied levels that would give the bends to most Civil Service veterans.

Although they are on the scene only one year, the objectivity and fresh ideas they bring to their assignments have exerted a significant influence on national policy. A partial list of their contributions shows:

- Intensive field research by David Lelewer and David Miller helped shape the Nixon Administration's tactic of emphasizing court orders in school desegregation cases instead of abruptly cutting off federal subsidies in districts where there is strong local opposition to integration.
- Ronald Lee wrote the first restructuring program for converting the Post Office into a quasi-private corporation.
- Dana Mead helped formulate six revenue-sharing proposals that were advanced by the White House in 1971 and still constitute the principal guidelines for impending legislation.
- At two full Cabinet meetings medical data that supported a marked expansion of the Agriculture Department's food assistance programs for the poor was provided to President Nixon by Dr. Caro Luhrs. "It was clear she knew more about the subject than anyone in the room," then-Agriculture Secretary Clifford H. Hardin commented.
- Lt. Col. Bernardo Loeffke drafted position papers for Dr. Henry Kissinger in 1970-71 and briefed the National Security Council on military matters.
- During 1971-72, Terence McCann, a New York City detective, was the Justice Department's liaison man for

forging close cooperation among federal, state and local strike forces to combat the narcotics traffic.

- Mrs. Antoinette Ford, a black oceanographer, prepared feasibility studies for the Treasury Department to develop trade with native-owned small businesses in Kenya, Nigeria and the Ivory Coast.
- Martin Seneca, a full-blooded member of the Seneca nation fresh out of Harvard Law School, was former Housing and Urban Development Secretary George Romney's chief coordinator to improve housing conditions for Indians and Eskimos.

Rank amateurs' privileges

"I know it's hard to believe that rank political amateurs can express their opinions in the inner councils of government, but the program really works that way," says George Wills, a Fellow in 1969-70. "I had a wife and three kids and was reluctant to leave a good job as special assistant to Dr. Milton Eisenhower, who was then serving as chairman of the President's Commission on the Causes and Prevention of Violence.

"He urged me to apply for a Fellowship. 'You'll get a better overview of the government in one year than most professionals get in a lifetime,' Dr. Eisenhower told me, and he was right. The experience was invaluable in my present job."

Mr. Wills is now a vice president in the Washington office of Hill and Knowlton, Inc., a large public relations firm, and specializes in public service accounts.

As a Fellow, he was assigned to then-Budget Director Robert P. Mayo, and put in a cubicle next to his office. "President Nixon was pre-



PHOTOS: YOUNG ORAMOTO

About one third of all White House Fellows come from the business world. Represented in the 1972-73 group (above) are Westinghouse Electric, W.R. Grace & Co., American Enka Research Corp., McKinsey & Co., Syva Co., Buena Vista Construction Co. and Tappan Co.



Gerald Garbacz served under Mervyn Laird (left) and Clark Clifford as a White House Fellow. He came up with a plan, which both Defense Secretaries endorsed, for using inactive military facilities as summer camps for underprivileged children.

Handwritten notes:
 2-2-73
 under White House Fellows
 Mervyn Laird

Sitting at the Administration's Elbows *continued*

paring his first budget, which always is watched closely because it reflects a new Administration's priorities," Mr. Wills says.

"That budget also marked the first cut in defense spending since the Viet Nam War began and the first major commitment for cleaning up the environment.

"A steady parade of key people passed through my cubicle to press their appropriation requests. Unless it was a matter relating to national security, Mayo always motioned to me to come in and listen. After a visitor left, he often asked for my opinion, then explained the rationale for his recommendation to the President. It was fascinating to watch the interplay between the White House and the various agencies in the eye of the storm."

Although the purpose of the White House Fellowships is similar to that of the Executive Interchange Program, described in the January, 1972, issue of *NATION'S BUSINESS* ["From Businessman to Civil Servant—and Vice Versa"] there are several im-

portant differences in implementation. In the Interchange Program, men from middle-management echelons of business switch jobs with their counterparts in Civil Service for 12 to 18 months. The idea is to create better rapport between business and government by giving corporate people and bureaucrats first-hand experience in problems and procedures on opposite sides of the fence.

In both programs, applicants are sought who have demonstrated high motivation in their careers. However, the somewhat older Interchange candidates are accepted only from business while the Fellows are drawn from all branches of the public and private sectors.

An attractive feature of a Fellowship is the red carpet foreign tour. One entire group went on a 26-day swing through East Asia meeting government and business leaders in eight countries ranging from Indonesia to South Viet Nam. Smaller delegations later visited Eastern Europe and mid-Africa.

Another advantage enjoyed by Fel-

lows: Regular weekly meetings with big wheels in national affairs. Off-the-record discussions at lunch or dinner have been held with such notables as Dr. Kissinger, George Meany, IBM's Thomas J. Watson Jr., Sen. Hubert Humphrey and Admiral Thomas Moorer, chairman of the Joint Chiefs of Staff.

The salient difference between the programs, however, is the opportunity for the Fellows to work closely with Cabinet members and be present at the creation of national policy.

During an interview, Martin Seneca was explaining that a series of treaties with Indian tribes in the Nineteenth Century gave them the official status of "nations" when he was interrupted by a summons from HUD Secretary Romney. Mr. Seneca returned grinning broadly.

"Mr. Romney's ancestors must have had some Indian blood," he said. "Telepathy is a legendary power attributed to my people. The Secretary wanted information on one of those old treaties."

Despite stiff competition from high achievers in various professions, appointees from business comprise the largest contingent of Fellows. They have been awarded 42 of the 136 places. Actually, nearly 40 per cent of the alumni now are associated with business firms—counting lawyers, engineers and media specialists.

An impressive roster of business leaders have endorsed the program by accepting appointments to the 15-member President's Commission that runs it. The chairmen have included David Rockefeller, C. Douglas Dillon and Charles B. Thornton. Some 50 chief executives of corporations have served on 11 regional panels that meet during six-month periods to interview candidates.

Each federal Department pays the Fellow assigned to it the same salary he was earning when appointed, up to \$27,000 a year. That ceiling has meant a temporary cut for several people, but they agree it was a small sacrifice for a priceless experience.

With few exceptions, the 25 companies that have given employees leaves to accept Fellowships have derived handsome dividends from the program. "Daily, the interrelationship between industry and govern-

site-seeking? set your sights on midwestern curiosity.

There's a healthy, questioning curiosity about the people in the midwest that leads them ever into new fields of research and knowledge. The universities in the area, combined with the industrial research facilities, provide a significant base for research oriented activities. The staffs of the various academic institutions—from St. Louis University (oldest west of the Mississippi) to Washington University to the University of Missouri to Southern Illinois University—feature many internationally known scientists. A number of renowned research teams at these institutions have made important advances in many fields including medicine, chemistry, and physics... and they're equipped to investigate your particular problems as well.

Do these human resources sound like what your company needs at its future plant site, office location, or research center? Then Union Electric will gladly acquaint you with potential sites within the 19,000 square miles we serve in Missouri, Illinois, and Iowa. Our business-engineer-

ing experts will help you study the unique features of this region—transportation, water, resources, labor supply and skills, taxes, economic and community factors. You'll find out what thousands of curious midwestern minds have meant to the growth of companies already in the area—and what they could mean to you.

Please send me the report: "Investment in Human Capital—A Look at Education in St. Louis."

Name

Firm

Address

City

State Zip

Mail to: Mr. A. G. Bastier, Area Development, Union Electric,
P.O. Box 87, St. Louis, Mo. 63166

UNION

Electric

The greatest calculator introduction since our last calculator introduction.



Those crazy guys
from Unicom
have done it again!

The new Unicom 500P

Our last major calculator introduction was a tough act to follow. That was when we announced Unicom 1000P and 1010P. American businessmen responded by buying 45,000 machines in 180 days.

Our new, American-made Unicom 500P is another electronic printing calculator—probably the most advanced of its type ever made. Its introduction could upstage our last introduction.

Technically advanced, easy to use.

No other electronic printing calculator in its class has ever combined so many technical advancements. None is so totally automatic, so simple to use.

An abundance of power.

500P has a 14-digit printer that's absolutely silent between calculations. A keyboard buffer. And the most advanced add mode system ever devised.

Power to the people.

Most calculators can handle varied calculations, providing each is performed separately. Unicom 500P lets you perform multiple functions from a single key stroke. It anticipates your need for various data and conveniently stores it away. If you need it, it's there. If not, it clears automatically.

A few more examples of 500P's power include a built-in counter that simplifies working averages. Automatic accumulation of first factors in multiplication and divi-

sion. Two separately addressable memories plus three additional accumulation registers. Unicom 500P performs percentages, taxes and discounts automatically. And it even has automatic square root capability—if you need it.

A five-second, white-glove ribbon cartridge.

500P has a disposable ribbon cartridge. It takes about five seconds and you can do it with white gloves.

A call to action.

To see how 500P can save money for your company, arrange for a demonstration today. Call your nearest Unicom branch or franchised dealer. Or use the coupon below.

Unicom

☐ Please have salesman call right away
☐ Please send more information on 500P

Name

Title

Company

Address

City State

Zip Phone

Mail to: Unicom Systems, Inc.
10670 North Tantau Avenue
Cupertino, California 95014



ASSOCIATIONS ARE FOR PARTICIPANTS

Trade and professional associations are voluntary membership organizations. People join, or not, as they wish.

But many association members think their commitment ends when they pay their dues. They sit back and wait for association benefits to flow their way.

That's not good thinking.

An association is people working together toward a common goal. All advance together. Each pulls his share, or someone has to pull for him.

Non-participants slow the march. Associations are for participants.

POINTERS FOR PROGRESS
through trade and
professional associations

At Administration's Elbows *continued*

ment increases in quantity as well as complexity," observes Robert Hansberger, the former chief executive officer of Boise Cascade Corp. "To deal effectively with the federal government, industry needs young managers with the background at the highest level that the White House Fellows program provides.

"We turned over to Gerry Garbacz, a Fellow three years ago and later our director of corporate planning, total responsibility for our compliance with price controls. Gerry's experience enabled us to develop a price control schedule that was one of the best I've seen."

Mr. Garbacz left Boise Cascade recently to become vice president of finance and treasurer of Philips Industries, Inc., Dayton, Ohio.

Paul L. Parker, a senior vice president of General Mills, Inc., sums up the prevailing opinion of businessmen asked about the program: "The participation of our people has enhanced the corporate reputation and certainly has been of great personal development value to the individuals themselves."

Fellows have handled a wide variety of assignments, but all speak of the broader perspectives and more realistic view of government they year in Washington gave them. They went in critical of the red tape that snarls measures in the public interest, but they emerged with respect for bureaucrats who keep the wheels of a cumbersome machine turning despite periodic changes in the driver's seat.

Michael Noling, a Milwaukee, Wisc., management consultant, returned to his job last September with unusual expertise acquired in the Office of Management and Budget.

"It was an ideal spot for me, professionally and personally," he confides. "I was assigned to come up with recommendations for making federal agencies work together to be more responsive to state and local needs, a reform that's long overdue and a high priority of the Administration. The federal government's overwhelming complexity makes it mandatory to decentralize much of the activity and look to state and local government to play a greater role."

"My firm has many clients in the private and public sectors who deal

New Caprice Estate. Everything you'd want in a car, in a wagon.



You'd want a new car to look like a new car. You'd want it to ride like a fine car should.

You'd want it a pleasure to drive with automatic transmission, power steering and power front disc brakes.

You'd want exactly the same in a wagon. Plus.

And that's where the 1973 Caprice Estate Wagon fits in.

With more room for more people, luggage, boating and camping essentials. Room for 4' x 8' plywood sheets as well.

We've made Caprice Estate a better way to handle the load and

the road.

We've given it a roomy third seat facing forward, with storage space behind. We've improved its flow-through power ventilation and provided an electrically powered clock.

Caprice Estate.

One wagon with everything. To go.



Roomy all-vinyl interiors, molded full-foam seats, new soft rim steering wheel are all standard.



New improved front bumper system retracts on minor impact and hydraulically cushions the shock.

1973 Chevrolet. Building a better way to see the U.S.A.

Chevrolet



Jane P. Cahill confers with T. Vincent Learson shortly before his recent retirement as chairman of the board of IBM. Miss Cahill, IBM vice president for communications, took a leave of absence from the company in 1966-67 to serve as a White House Fellow under then-Secretary of Housing and Urban Development Robert C. Weaver.

Sitting at the Administration's Elbows *continued*

with these same institutions and needs. The practical knowledge and understanding of government will enable me to increase my professional effectiveness and citizen participation in Wisconsin and community affairs."

Fear of "Potomac fever"

Despite the tangible assets brought back by Fellows, some companies do not approve of applications for the program. They fear employees will get seizures of "Potomac fever" in the heady atmosphere of Washington and stay on in high government posts.

"Such rumors are gross exaggerations," declares Lt. Col. Arthur E. Dewey, resident director of the program in 1971-72. "The high qualifications of Fellows do attract a lot of good offers. But only nine business appointees have not gone back to their companies and four of them plan to return after they finish special projects.

"We want all the business applicants we can get, to build up a nucleus of young executives with a sense of personal involvement in national issues. They're earmarked for future corporate leadership and their exposure to the governing process will give them a better understanding of the constructive role business can play in solving our society's problems."

Col. Dewey, a wiry, intense West Pointer with two combat hitches in Viet Nam, is a prime example of a comar whose career received a lift from a Fellowship.

He received one in 1968, and it took him on a trip around the world to survey the use of surplus materiel in our foreign aid program. Then he went to Nigeria to coordinate relief—and fly the night airlift to Biafra during the civil war.

Currently, he is at the Graduate Institute in Geneva, on assignment

from the War College, to study the American mediation role in the Middle East and other matters.

Fellows are selected by the criteria that govern most professional scholarships—high achievement, evidence of social concern, leadership in the candidate's field and the proper "chemistry" for interpersonal relationships. Applications are screened by the staff of the President's Commission and reduced to 25 in each of 11 geographical regions.

After more screening, about a dozen top people in each region are interviewed by a panel of six prominent businessmen and educators who nominate three or four finalists. The entire process is strictly nonpartisan. Questions relating to a candidate's political party never are asked.

The climax comes late in May when the finalists assemble for a weekend at Airlie House, an old mansion in Virginia used for many

PHONE-MATE 400

AUTOMATIC PHONE ANSWERER FOR HOME AND OFFICE

**Phone-Mate answers your phone when you can't
or don't want to...and whenever you are away**

**Lets you hear who's
calling** without touching
your phone (or letting the
caller know you're in). Screen
out unwanted calls when
you're busy. Turn monitor
"off" for total telephone
privacy.

**Get your messages from
any telephone, anywhere,**
with the Remote-Mate plug-in
module and pocket control.
Remote-Mate is optional at
\$129.95 additional... may be
added at any time.

Phone-Mate Deluxe

Model 800 available at \$169.50...
has six asked-for features not found
on the Model 400.



\$139⁵⁰

New Improved Model 400 with Flip-Switch
Monitor. \$149.95 Hawaii and Canada.

**Phone-Mate answers
your phone promptly,**
electronically, and gives your
personally recorded message to
each caller.

**Then records each
incoming message**
accurately and clearly,
word for word.

**Easy to connect
and operate.**

Two knobs control most functions.
Instructions are easy to read and follow.

COMPARE WITH OTHER ANSWERING MACHINES COSTING \$250 TO \$500!

You'll instantly understand why Phone-Mate is America's most popular telephone secretary. Phone-Mate is technically advanced, simple, extra-ordinarily reliable...and inexpensive. More efficient and less costly than live answering services... Phone-Mate is never rude, never keeps callers on "hold" or scrambles their messages.



Phone-Mate acts as relief for busy office
assistants, or as a call taker before and
after hours. Doubles as phone receptionist
when professional assistant is busy.



When you're away from home or office,
Phone-Mate takes your calls. Many
owners have written to say Phone-Mate
paid for itself in a few weeks...or days!

With Phone-Mate you'll never miss another important call or be disrupted by unwanted callers. Your phone
will be answered promptly and efficiently when you're busy or unable to answer yourself. The ideal telephone
secretary for business and professional people, civic leaders, busy housewives, active singles... anyone who
cannot afford to or doesn't want to miss their telephone calls.

**Try Phone-Mate
in your home or office
for 15 days... risk-free!**

**MONEY-BACK
GUARANTEE
if you're not fully satisfied**

**Save several days shipping
time on phone orders.**

**Call now, collect
(213) 328-3380, Extension 46**

THE PHONE BOOTH
Torrance, California 90510

RUSH ORDER FORM or call collect (213) 328-3380, Extension 46

THE PHONE BOOTH 433 Alaska Street, Torrance, California 90510

YES, I want the Phone-Mate 400 at \$139.50. Please ship prepaid at once with
unconditional 15 day money-back guarantee.

☐ I prefer the deluxe Phone-Mate 800 at \$169.50

☐ I also want the Remote-Mate plug-in module at \$129.95 additional

☐ I enclose amount in full

☐ Charge my Account No.

Exp.
date

☐ American Express

☐ Master Charge Interbank No.

☐ BankAmericard

☐ Diners Club

☐ Send more information

☐ Ship C.O.D.

Signature

Name

Address

Phone

City

State

Zip

This one stands alone.

Eldorado Convertible by Cadillac. The only luxury convertible now built in America. The only one.

*The car that
ran out of competition.*

Here is a car unique unto itself. As an Eldorado, it has a superb combination of features: the maneuverability of front-wheel drive, variable-ratio power steering and Automatic Level Control—coupled with the response of an 8.2 litre engine. Then there's the soft Sierra grain leather seating, the jewel-like standup crest, the little touches everywhere that tell you what kind of car this is.

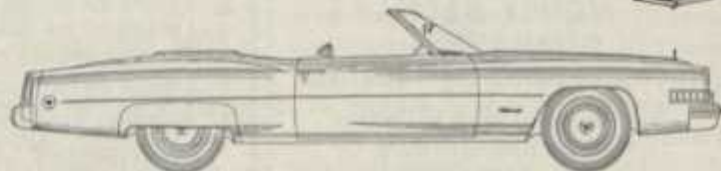
It even converts uniquely. The ingenious Hideaway Top folds behind the seat for full-width seating in the rear.

And to individualize it further, you can specify a Dual Comfort front seat, a lighted vanity mirror, steel-belted radial tires, a wide choice of radio systems—and Cadillac's new automatic power antenna is also available.

Eldorado, of course, is built by Cadillac. And you know what that means in the quality of the car. In the professionalism of those who sell and service it.

Eldorado Convertible. How many other cars offer front-wheel drive combined with Cadillac craftsmanship and Eldorado elegance? Only one. And your authorized Cadillac dealer has that one, too—the classic Eldorado Coupe. Isn't it time you paid him a visit?

Cadillac 



On TV, the best is yet to be ... Cadillac and your Cadillac dealer are proud to present truly outstanding sports television for your viewing pleasure. These telecasts begin

with The Masters Golf Tournament on April 7-8 and The Kentucky Derby on May 5—both on CBS-TV. We hope you'll watch. Cadillac Motor Car Division.







George Wills (left) and Milton Eisenhower, former president of Johns Hopkins University, who, as chairman of the President's Commission on the Causes and Prevention of Violence, urged Mr. Wills to become a White House Fellow. "You'll get a better overview of the government in one year than most professionals get in a lifetime," Dr. Eisenhower told Mr. Wills, who was then his special assistant. As a Fellow, Mr. Wills served under then-Budget Director Robert P. Mayo.

and varied conferences. It is an ordeal of personal interviews with the Commission members, who also observe the candidates during social activities to determine whether they can work compatibly with people in the federal hierarchy.

Meet the elite

As a rule, only half the finalists are awarded Fellowships. Rejection can be a crushing blow to an also-ran, for it may mark the first failure he or she ever has suffered. The Commission staff has stopped counting applicants who are Phi Beta Kappas, No. 1 in their classes at graduate schools, winners of Rhodes, Fulbright and Woodrow Wilson Scholarships and whiz kids under 30 heading corporate and university departments.

Elitists, for sure. But they started out from all sorts of places.

Keith Crisco, son of a poor farmer in Aquadale, N.C., was the first mem-

ber of his family to graduate from high school and one of the first boys in his area to attend college. Later, he worked his way through Harvard Business School as a consultant for small, minority-owned enterprises in Roxbury, Mass. When he was selected in 1971, Mr. Crisco, then 27, was assistant to the executive vice president of Burlington Industries.

Perhaps the most impressive endorsements come from former Fellows who still are astonished that their suggestions were adopted.

"My appointment to the Department of Defense began during the 1968 Presidential campaign," Gerald Garbacz relates. "A few weeks later Secretary Clark Clifford gave a speech urging use of the Department's resources to help solve domestic problems.

"I thought it was a great idea and Clifford gave me a green light to draw up proposals for putting it into

operation. I recommended using inactive military facilities as summer camps for underprivileged kids, having the National Guard work on civilian relief projects and involving the Pentagon in programs designed to assist minorities. Clifford liked my report but was reluctant to push it for fear of embarrassing the new Administration.

"When Secretary [Melvin] Laird took office, I submitted my suggestions to him. He was so enthusiastic that he had me present them to President Nixon at a full meeting of the Urban Affairs Council. I spoke for 20 minutes and the upshot was that my entire plan was approved.

"The program still is ongoing and has produced some good results. It gives me a tremendous sense of achievement to know that I did something more constructive than many Congressmen ever effect."

—STANLEY FRANK



Armco gives you maximum return on your building investment.

Attractive appearance doesn't have to mean costly frills. Efficient working conditions for men and machinery can't incorporate wasted space. And planning your building shouldn't become a full-time job.

Your local Armco Building Dealer/Contractor knows the importance of your building investment. And equipped with the finest building materials, top-flight engineering support and highly skilled construction crews, he's in the position to put your construction dollars to the best possible use.

If you're planning to build, you should get acquainted with him. His name is in the Yellow Pages under "Buildings — Metal." Or write to Armco Building Systems, Dept. M-183, Box 800, Middletown, Ohio 45042.

Armco's Unconventional Building System





LESSONS
OF
LEADERSHIP
PART XCIV

11 x 14 color photo sent
Hunt W. P. photo

Robinson Barker of PPG Industries

Getting a fair day's work for a fair day's wage

Robinson Franklin Barker wanted to become a physician—like his father and both grandfathers—but not quite badly enough.

Instead, he became a glass salesman and today he's chairman of the board of PPG Industries, Inc., a company half of whose \$1.4 billion in sales last year were in glass and glass fiber products.

(The firm changed its name from Pittsburgh Plate Glass Co. in 1968 to reflect its entry into other manufactured products—namely chemicals, and coatings and resins. Anyway, it is switching, over a period of years, from plate glass to float glass.)

Mr. Barker does not easily fit into a slot, but it is not wide of the mark to call him Establishment.

Born in Boston, he went to Roxbury Latin School (founded in 1645) and is a 1935 graduate of Harvard College. He attended the Advanced Management Program in the Harvard Graduate School of Business Administration in 1956 and holds honorary degrees from three colleges.

A Navy officer in World War II, he is married and has a daughter who is the wife of a Chicago businessman, and a son who is an Episcopal minister in Naples, Fla. Mr. Bar-

ker calls himself a "statistical freak"—"I have had only one employer and one wife. And you might add that I couldn't be happier with either."

He has served his employer, PPG, in virtually every aspect of its operations. He moved from sales into branch management, then into production and then into planning. After being vice president of the company's glass and fiber glass group for four years, he was elected president in 1966 and a year later was tapped for the chairmanship.

Like many of his peers in the business world, Mr. Barker makes every hour count. He is active in more than a score of local and national civic and philanthropic organizations—everything from Radio Free Europe to the Urban Transit Council in Pittsburgh, where his company is headquartered.

Once, when asked how he could find time to serve on the Board of Health of suburban Edgeworth, he replied: "It is a little thing, but it is important."

Robinson Barker has given up golf, scarcely looks at television, reads for pleasure only on vacations. But he manages to get in some hunting, and to give adequate time and

attention to major league athletics.

In the following interview with a NATION'S BUSINESS editor—held in his offices high above Pittsburgh's Golden Triangle, which give him a good view of the stadium of the baseball Pirates and football Steelers—he discusses his career and his philosophy.

You come from a family of physicians. How did you happen to pick a business career?

I almost became a physician. My father, a very wise man, told me that if I wanted to be a physician—100 per cent—he would find some way to get me through medical school, even though we were in the bottom of the Depression.

But he made it clear that if I wanted to be a doctor only 99 per cent, then he was opposed; and he told me: "You'd be the most unhappy person in the world."

What was your reaction to that?

Well, I thought it over for a while and finally decided to look at some other career. I switched my field of concentration in college from biochemistry to straight chemistry, which I was quite interested in,



Enjoying one of his favorite pastimes, Robinson Barker watches the Pittsburgh Steelers from his company box in Three Rivers Stadium. He is also an avid Pirates fan.

Robinson Barker *continued*

though I didn't know exactly where it was going to lead me.

So you became a chemist?

Not really. I have never practiced chemistry since I graduated from college. But PPG is deeply involved in the chemical business and that training has stood me in good stead.

You have never worked for anybody else. Did you have any idea that one day you might be running the company when you joined it in 1935?

No, I can't say I had any real basis for thinking I was going to lead the company. But, of course, I knew the possibility existed.

You actually started as a salesman?

Yes, fresh out of college—as a sales trainee.

Here in Pittsburgh?

Oh, no. I was sent out selling glass and paint in a territory that was then in the middle of the Dust Bowl. My headquarters were in Hays, Kans., a few hundred miles west of Kansas City.

I lived in a rooming house and drove all over the territory. I think the biggest satisfaction I ever felt—up to that time, anyway—came about two months after I started. I landed one whopping big order for window glass from a lumber company. And that really made me feel

good; the territory had never made a profit until that sale.

That territory didn't discourage you?

I took it as a challenge. The company probably sent me out there for the "hard knocks" experience. I knew it was a poor territory, but I thought it could be improved. And it was.

You seem to be devoting more and more of your time to ecology. Is that because your industry happens to be more of a polluter than others?

Actually, we are less of a polluter. We have some ecological problems, but I don't think they are insoluble. We have had to mostly shut down one plant because there was no economical way of satisfying the ecological requirements.

That was your plant in Barberton, Ohio, wasn't it? Did you have to let all 1,500 employees go?

No. We were able to retain some persons by continuing to operate certain parts of the plant.

Have we reached the point where concern for the environment may have to give way for concern for jobs?

Well, something has to be done about the environment. The problems are not going to go away without action, or without expense. And, unfortunately, solving the problems will sometimes result in a loss of jobs.

However, there is the question of establishing priorities. If the whole question of environmental control is approached in a rational way, I believe we can correct the worst of our ecological problems without displacing great numbers of people.

I'm concerned that there is too much emotion and hysteria, spurred by instant experts who really don't know the facts, and by some politicians who have jumped on the ecological bandwagon. And I'm afraid all this is going to deter us from the correct way of solving the problem—which is to find scientific, sensible and economical means to do the job.

Are you optimistic that we can clean up the environment?

All the conservationists may not be satisfied, but I think we can find workable solutions at a price the American people are willing to pay.

How much does pollution control add to the overall cost of doing business at PPG?

In the neighborhood of \$50 million for the five-year period through 1975.

Does this added cost place PPG at a disadvantage in meeting foreign competition?

Well, of course it's a handicap. So far, at least, our foreign competitors have not had to incur as much expense in environmental control.

Now that you bring up the subject of foreign competition I should tell you there are other penalties inflicted on the American producer.

For example?

Lower foreign wages, for one. And you have to consider the narrowing gap between productivity in the United States and productivity abroad. Then there's the matter of government subsidies, plus all the artificial barriers to trade that have been erected.

What countries does PPG compete with?

The Western European countries and Japan are the biggest exporters of glass to the United States. Belgium is the largest. Japan is second.

How do you compare the business cli-



Is small-town America really disappearing? Not if 59,360 of us can help it.

We like the life in small cities and towns. We work in them. And we work for them.

Of our total U.S. work force of 153,630 people, 38 percent—or 59,360—work in places with populations of 50,000 or less.

There's Hoquiam, Washington. Monterey Park, California. Clayton, Missouri. Temple, Texas. Easton, Pennsylvania. Jesup, Georgia.

Take Jesup, for instance, with a population just under 10,000.

There we employ about 950 people at our Rayonier plant to make chemical cellulose and paper pulp.

Local benefits

Our annual Jesup payroll is better than \$10 million. And we buy over \$25 million worth of raw materials and supplies in the

area every year.

Directly and indirectly our Jesup operation contributes to the livelihood of over 6,000 people living within a six-county radius.

How it adds up

In total, we're at home in 301 small American cities and towns, where last year our payrolls added up to over \$292 million and our local and in-state purchases came to about \$258 million.

Community involvement, too

We get involved in our hometowns, too.

Some of us are councilmen and members of school boards.

Many of us are active in the Lions and Rotary, the Chamber of Commerce, in Junior Achievement, Boy Scouts and Girl Scouts, Little League teams, and local

charity and Savings Bond Drives.

Some of us are instructors in our local churches and temples. And volunteer firemen, too.

Small town's friend

Because our business isn't strictly business—because we're involved socially and civically, too—we think we're one of the best friends our hometowns ever had.

International Telephone and Telegraph Corporation, 320 Park Avenue, New York, N.Y. 10022.

ITT

SERVING PEOPLE AND NATIONS EVERYWHERE

Lessons of Leadership: Robinson Barker *continued*

mate, say, in Japan and this country?

It boils down to this: In Japan, business and industry are regarded as heroes. In America, they are whipping boys.

Why do you say this?

Japan has done an exceptional job in rising out of the ashes of World War II. It's become an extremely powerful economic factor on the world scene. And this has been made possible by the attitude of the Japanese government.

What disturbs me is that we can't seem to bring about the same state of harmony and cooperation between government and industry in the United States. A great deal of this is politically motivated. It's fashionable today for politicians to react to those I call instant experts—who are on the outside looking in. And this inflames the public against industry.

What would you like to see government do that it isn't in this context?

First, some attitudes have to be

changed. For instance, there is a lot of chatter today about greater taxation of business. It's an advantage to the politician to give the impression that he is going to put taxes on the corporation and free the individual workingman of taxes. Of course, this is ridiculous. We cannot continue to spend money at the present rate without tapping the pocketbook of the average workingman.

Then we have the politicians and pundits harping on this matter of loopholes in the tax structure. But what they call loopholes are provisions which were put in the current tax laws for a purpose.

The investment tax credit is a case in point. This was to encourage investment by industry in order to create jobs when unemployment is high. Now, total employment is higher than it ever has been—although the rate of unemployment is still unsatisfactory—and the investment tax credit is partly responsible.

You mentioned productivity earlier.

What must be done to increase it?

It can be achieved through training and education and, to some extent, by changing work methods. We have to help the individual worker want to be more productive and to be more productive.

What is PPG doing in this regard?

For one thing, we have spent about \$1 billion in the last seven or eight years to improve our production plants. We have continuing programs to upgrade and advance the technology of our production processes.

Also we keep encouraging our workers to do a fair day's work for a fair day's wage and we try to bring home the fact that if PPG loses business to competitors—foreign or domestic—the security of their jobs is just that much less.

Is that message getting through?

I think it is, gradually. In some instances we have had to close down or curtail production in certain regions in favor of other locations that were closer to markets or raw material.

We did this to increase productivity. I think the rank-and-file workers are becoming aware that this is a serious situation and that they cannot be sure of job security unless they keep highly productive and highly competitive.

Are the unions becoming concerned over foreign competition?

Yes, they are. But there is a limit to how far they are willing to go in doing what is necessary to increase productivity. It varies all over the map. Some unions are quite high-handed and some union leaders are quite high-minded.

How do you react to the criticisms about the bigness of business in this country?

I suppose some bigness through the years has been achieved by dubious means, but the vast majority of so-called big companies have gotten big because they produced goods or services attuned to the demands of the consuming public. And they did it better than their competitors.

Your opinion on antitrust laws, please.

There have been some horrible in-

ELECTRONIC CALCULATOR THE COMMODORE C-8

A Full Capacity,
8 Digit Instrument that:
× MULTIPLIES + ADDS
÷ DIVIDES — SUBTRACTS

- Full 8-Digit Display
- Constant Factor Memory for Series Multiplication or Division
- Automatic Decimal Function which assures proper placement of the decimal point at all times.
- Large, Easy-to-read Readout
- True Credit Balance with Minus Indicator
- Algebraic Circuitry Logic
- Completely Solid-State—no mechanical parts to cause trouble
- Large, full-size console keyboard for easy, fast operation
- Instant Answers—calculating speed of 0.5 Milliseconds
- U.L. Approved—A/C power cord
- Does Chain Calculations
- Does Complex Mixed Calculations

THE INSTANT SOLUTION TO—

- Tax Computations • Monthly billing problems
- Expense calculations • Estimating office budgets • Balancing checking accounts • Plus hundreds of applications at home
- Dispense with tedious pencil & paper computations forever.

Here's the Professional Solution to the numbers problem . . . in the office or at home.

It's no trick to use! This new Commodore Electronic Calculator can do everything an ordinary adding machine can do—plus Multiply, Divide, and Compute Compound Interest! It does it much quicker and quieter too, because it is completely solid-state without all the noisy, mechanical moving parts of the old-fashioned office machines. There's nothing to go wrong—nothing to jam up. If it's plugged in, it's working!

WARRANTY . . . Your Commodore C-8 calculator is of such high quality and precision workmanship that it is covered by a 1-year replacement warranty against manufacturer's defects.



Size: 2" x 9" x 6 1/4"
\$59.95!
NOW Plus Postage

Please ship me _____ Commodore C-8

how many _____
Electronic Calculators at \$59.95 (plus \$2.00 postage and insurance) each.

(Illinois residents add 5% Sales Tax.)

- ☐ Check or Money Order Enclosed
Please charge to my credit card
American Express # _____
Bank Americard # _____
Master Charge # _____
Master Charge Bank # _____
Charge Card Expiration Date: _____

NAME _____
ADDRESS _____
CITY _____ STATE _____ ZIP CODE _____

1015
PUT CARD IN ENVELOPE AND MAIL TO:
CONTEMPORARY MARKETING, INC.
807A COUNTRY CLUB DR.
BENSENVILLE, ILL. 60106

1 Exchanging cards is one of the essential formalities of conducting business in Japan. Do it when you are being introduced for the first time, or upon completion of your visit. It's a good reminder of the people you saw—and their record of your call.

2 Chances are you'll be taken out by your Japanese hosts at least once during your business visit. And it's more than likely there will be many new names and faces to remember on that occasion. Later, to keep everything straight, with the right names and the right titles, there's nothing easier than a quick reference to the cards you've collected.

Three good reasons why our Japanese/English business cards are a must in Japan.

3 Lavish or simple, gift-giving is another form of business etiquette in Japan. If you plan to buy something for your Japanese business contacts—in Japan or after



you get back home—enclose your card. And to make it truly personal, write a little message on it. The receiver will be even more grateful.

Let JAL print your business cards, Japanese on one side and English on the other—\$4 per 100 cards. To order the cards and our Executive Service folder, use the coupon below.



JAPAN AIR LINES

Japan Air Lines, P.O. Box 1160, New York, New York 10019

Att: Executive Service Department

Japanese/English business cards (Allow 2 full weeks for processing.)

☐ I am going to Japan and will need _____ hundred English/Japanese business cards. Attached is my present business card for the information you will need. Enclosed is \$_____ (\$4 for 100 cards). My departure date is _____ and the airline and flight number are _____. I will pick up my cards on (date) _____ at the JAL counter at the following Tokyo or Osaka location (check one).

TOKYO: ☐ JAL Downtown Passenger Service Center
☐ Imperial Hotel ☐ Tokyo Hilton Hotel ☐ Palace Hotel
☐ Hotel New Japan ☐ Hotel Okura ☐ Hotel New Otani
☐ Akasaka Tokyu Hotel ☐ Hotel Keio Plaza ☐ Pacific Hotel
☐ Tokyo Prince Hotel ☐ Grand Palace Hotel
☐ Ginza Daiichi Hotel
OSAKA: ☐ JAL Downtown Passenger Service Center
☐ Osaka Royal Hotel ☐ Plaza Hotel
☐ Send free Executive Service folder only.

Name _____

Company _____

Address _____ Tel. _____

City _____ State _____ Zip _____

My travel agent is _____

NB0373

WE'LL HELP YOU BUILD A BUSINESS OF YOUR OWN WITH A PROVEN MULTIMILLION DOLLAR SALES POTENTIAL

This rare opportunity is the most challenging and lucrative in a man's lifetime. The income potential is staggering. It is exceptionally well-suited for an individual, group, or company interested in teaming up with one of the nation's most successful grocery store systems with annual sales now approaching 200 million dollars.

Presently we have several distributorships (regional area franchises) available in which to establish and franchise a chain of Convenient Food Mart stores over a long-term period to independent owner-operators. We provide a complete, proven program, training, guidance, and needed assistance for this exciting challenge and financially rewarding business opportunity. Grocery background and experience not necessary.

Investment \$25,000 and up, based on size of licensed area and its potential. Minimum cash requirement is \$15,000.

Prospective distributors must be financially strong, of high integrity and imagination and should have management qualities. For a strictly confidential and personal interview, write in detail your background, telephone number, full name and complete address, or phone Mr. Wm. R. Sandberg, National Sales Director, Area Code 312-751-1500.

CONVENIENT FOOD MART, INC.
JOHN HANCOCK CENTER, Dept. NB-3
875 N. MICHIGAN AVE., SUITE 1401
CHICAGO, ILLINOIS 60611

BANKERS Makes Available \$15,000,000 Loan Fund To EXECUTIVES

Unsecured Note Loans Entirely by Mail
Borrow \$1,000, \$2,000, \$3,000 or More!

We offer note loans nationally to business executives on an unsecured basis, entirely by mail. This supplementary source of personal credit to executives is emphatically confidential. No inquiries are made of your banking affiliations or business associates; we do not require collateral or endorsers. Our service is as fast as airmail and as convenient as the installment loan department at your own bank. You are invited to compare our Annual Percentage Rate with other companies lending money by mail and your local bank.

Complete and mail coupon or phone collect today for full information.

LOAN OF \$15,000,000
**BANKERS
INVESTMENT
COMPANY**

BANKERS INVESTMENT COMPANY
PHONE (316) 662-4431

Bankers Investment Bldg., Div. A12 • Hutchinson, Kans. 67501

Mr. A. J. Walters
BANKERS INVESTMENT CO., Div. A12
Bankers Bldg., Hutchinson, Kans. 67501

Please tick information and mail coupon papers in plain envelope.

Name _____

Address _____

City _____ State _____ Zip _____

AMOUNT I NEED

\$ _____

Lessons of Leadership: Robinson Barker *continued*

interpretations of these laws, but I think the principle of regulation through the antitrust laws is not basically bad. However, I wish antitrust applied to labor unions the same way it applies to business. The power of the big unions certainly equals or surpasses any so-called power of the big business establishment.

Business is often criticized for not acting in certain areas until it is forced to by government. Would you comment?

I'll answer this way. We have been leaders for years in the development of safer glazing materials for automobiles. We have made some very significant advances in windshield safety in the last several years, for instance. All this has been done completely on our own, and not in response to federal regulation or public pressure of any kind.

And we have made giant strides in developing safety glazing in hazardous locations in homes and other buildings.

What do you mean by that?

Sliding doors, bath and shower enclosures, and storm doors are the major items in the home where ordinary glass presents an injury potential if an accident occurs. The first thing we had to do was find a way of producing a safety glass at a price that people were willing to pay. And so we invented a new way of thermally tempering glass for this purpose. Once we could satisfy the need, by means of Herculite K tempered safety glass, we actively promoted this product for hazardous glazed locations in residential, commercial and public buildings.

We also joined with other companies, and safety-group, labor and government officials, to encourage passage of updated and improved safety glazing laws. So far, 20 states have enacted such legislation.

You mean state laws that require safety glazing material in homes and other buildings?

That's right. Each year, between 200,000 and 300,000 Americans are injured, some fatally, in accidents involving hazardous glazed locations in buildings.

So PPG developed this glass for reasons other than profit?

I don't see how you can separate the two. When we help the consumer, we also help the stockholder.

Looking way down the road, do you see any revolutionary new uses for glass?

Yes, but I don't know when they will materialize.

People usually think of glass as something that breaks easily, and under certain circumstances that is true. Glass can be tempered for much greater strength, as I have indicated, but there remains an enormous potential that has not yet been tapped.

I believe improved technology will allow us to make glass so strong that it will be used in many applications where it isn't considered now.

We already know that you can make glass even stronger than steel. The trick to practical use of "transparent steel" will be to achieve this economically.

Getting back to your career, what qualities do you think contributed most to your own success?

My family provided me with a magnificent education for which I am grateful. With their help and encouragement, I went to the best schools in the country.

But apart from education?

Well, I hope that I impressed upon my interviewers the fact that I was willing to work and work hard—even for \$100 a month, which was my pay when I joined PPG in 1935.

And maybe I had some luck, too.

What advice would you give to a young man starting in business?

I would stress to him that while the rewards at the top of the ladder are very great, both materially and from a sense of accomplishment, the climb up the ladder is long and sometimes difficult. And it is not always a straight climb.

I would counsel him to be patient, not to get discouraged. And not to become so distracted by the desire to get to the top that he doesn't attend to his knitting in his present job.

Are business schools preparing these young people to adopt that philosophy?



MISCONCEPTION:

Our nation is rapidly running out of coal as a fuel for electric generating plants.

FACT:

Actually, there's plenty of coal in the country's vast reserves. A problem is, a lot of it is just too high in sulfur to meet new environmental regulations. This is the main reason The Southern Company system, along with other members of America's electric power industry, is researching ways to develop "clean coal," a fuel from which the pollutants are removed before burning. Meanwhile, until such technology is perfected, very tall stacks safely disperse pollutants well above ground level. And, since these stacks may remain the best way to keep good air quality, we're continuing our research on their effects. The best answers often are complex, to



Solvent refining of coal produces clean-burning pellets.

be sure. And elusive. But we're determined, through research and development, to pin down the best answers for the most people. If you'd like to know more, please

write for our pamphlet on this subject.

The Southern Company, Dept. 373,
P.O. Box 720071, Atlanta, Georgia 30346.

The Southern Company system: working toward tomorrow, today.

Alabama Power Company Georgia Power Company Gulf Power Company Mississippi Power Company Southern Services, Inc. Southern Electric Generating Co.



The car you use for business should be ours.

The car you use for business gets driven long and hard. It's traded in on a regular basis. You must keep accurate records on it for tax purposes. So leasing your business car is a natural.

What about the car your wife uses for her business? Daily trips downtown, chauffeuring the kids, shopping, family week-end excursions. Her car gets driven hard, too. And traded in often. When you think about it, maybe you ought to lease two cars.

From a member of Chrysler Leasing System. We're a national organization of leasing professionals who can service and deliver most anywhere in the country. We can handle insurance and maintenance, and write personalized leases based on your kind of driving. We'll dispose of the cars you're using now. And do away with down payments.

So, for your business, and hers, think about leasing your cars. From us. We're in the Yellow Pages under "Auto Renting and Leasing."

Maybe hers should be, too.



Robinson Barker

continued

Well, a lot of youngsters coming out of school have the notion that industry is composed entirely of chiefs, that if you aren't an assistant to the president in at most five years you are some sort of a failure.

We don't promote people that fast because we can't train them that fast. In our business, anyway, you simply have to go through a long period of working at things which, compared with the jobs at the top, may appear to be almost drudgery.

I don't think I would be worth a darn in my present job without the experience of some of the phases that I went through on the way up. I was lucky in the sense that I got an exposure to many facets of our business along the line.

How do you relax, Mr. Barker?

I suppose I get most of my fun from sport shooting. I love to hunt birds and I love to shoot trap and skeet.

And I support the Pirates—the Pittsburgh Pirates—whenever I find the time to go to a game. And I like to listen to music.

Do you read for pleasure?

Most of the time I have to confine my reading almost entirely to periodicals. I don't have enough nights in a row where I can sit down and enjoy a novel. I save that for my vacation.

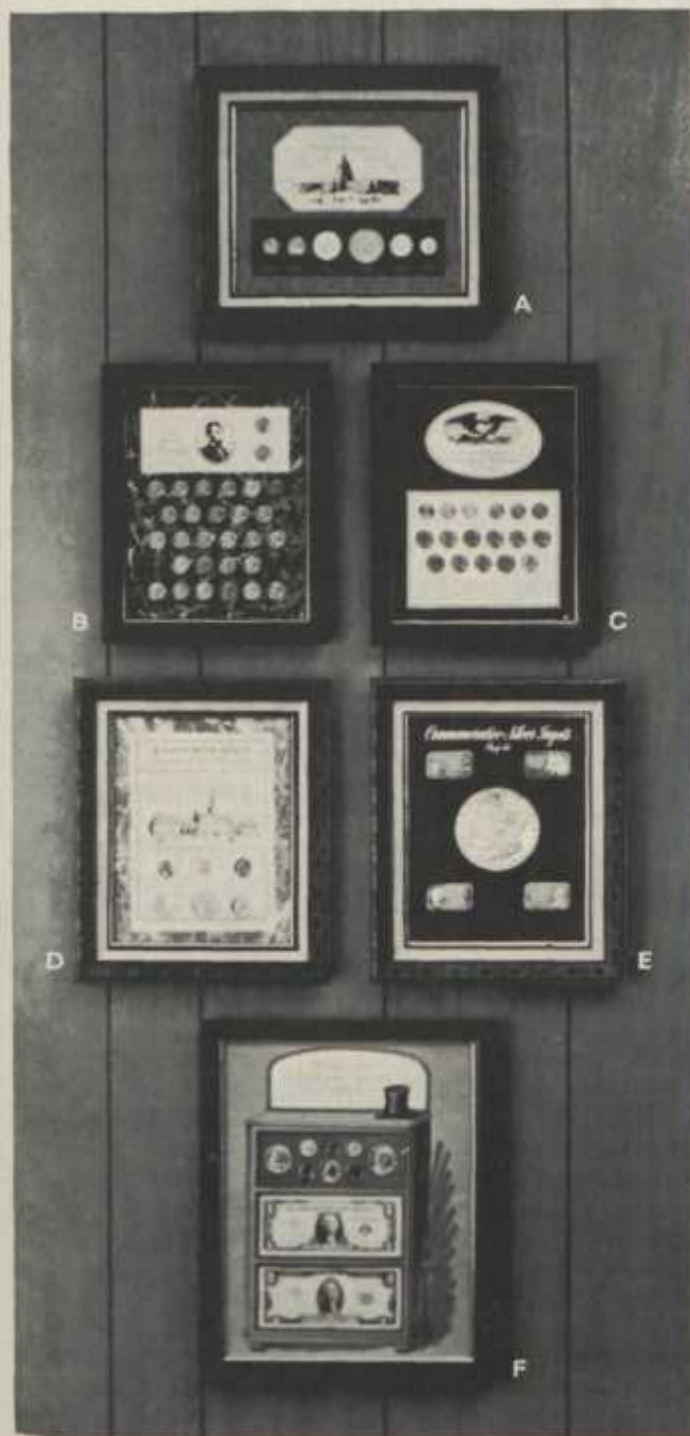
How is it that you have been such a success in the business world and don't play golf?

Maybe one reason for my being spoken of as a success is that I gave up golf. I now have more time for other things.

And my wife, by the way, says that my disposition improved immediately. END

REPRINTS of "Lessons of Leadership: Part XCIV—Robinson Barker of PPG Industries" may be obtained from Nation's Business, 1615 H St. N.W., Washington, D.C. 20006. Price: One to 49 copies, 35 cents each; 50 to 99, 30 cents each; 100 to 999, 17 cents each; 1,000 or more, 14 cents each. Please enclose remittance with order.

Decorate for Profit with these Framed Rare Coin Sets.



Coin sets like these are on display in many museums. Now you can hang them on your walls or stand them on a table. They're magnificently framed, with pictures and titles included that add greatly to their decorative interest. Your guests will be fascinated.

Meanwhile, you'll be making money! It's a fact: the value of rare coins has risen 15-25% every year for the past twenty years. These beautiful decorations are also beautiful investments! Quantities are limited, so send for yours today.

Your Choice of 6 Fascinating Sets:

A. PRESIDENTIAL COIN SET. 6 of our greatest Presidents commemorated in an uncirculated set: Lincoln cent, Jefferson nickel, Roosevelt dime, Washington quarter, Kennedy half-dollar, Eisenhower dollar. 11" x 13" frame.

\$13.95 plus \$1.95 shipping and handling.

B. LINCOLN MEMORIAL SET. Displays 29 uncirculated Lincoln cents, from 1959 to 1971, with beautiful illustration. 10" x 12" walnut finish frame.

\$12.95 plus \$1.95 shipping and handling.

C. WARTIME EMERGENCY COIN SET. Exciting collection minted between 1942 and 1945. Includes 11 wartime nickels, 6 Lincoln cents, (3 steel, 3 shell case) with patriotic illustration. 10" x 14" walnut finish frame.

\$16.95 plus \$1.95 shipping and handling.

D. U.S. GOVERNMENT PROOF SET. Complete set of hermetically sealed proof coins with colorful picture and informative story. 12" x 14" walnut finish frame.

\$22.95 plus \$1.95 shipping and handling.

E. SILVER INGOT STORY. Four 1 oz. ingots of .999 pure silver commemorating Philadelphia Centennial, Abraham Lincoln, J.F. Kennedy, American Eagle. With photo of giant silver dollar in 12" x 14" walnut finish frame.

\$39.95 plus \$1.95 shipping and handling.

F. U.S. OBSOLETE COINS & CURRENCY OF THE 20TH CENTURY. Contains examples of all modern-date obsolete coinage: zinc-coated lead 1943 cent, Buffalo nickel, wartime Jefferson nickel, plus the last of the silver-content coins—Mercury dime, Roosevelt dime, Washington quarter, Franklin half-dollar and Kennedy half-dollar. Also a \$1.00 silver certificate and \$2.00 bill. All in fine condition, mounted in 13" x 16" solid wood frame.

\$39.95 plus \$1.95 shipping and handling.

**Save \$18.45 on The Complete Set of Six
Only \$139.95 Postpaid**

Mail your order now. Shipment guaranteed within 21 days.

MAILMART
485 Madison Avenue
New York, N.Y. 10022

Send me set ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F

☐ The complete set of six.

☐ Check or money order for \$_____ (made out to MailMart) enclosed . . . Or

Charge to ☐ American Express; ☐ Diner's Club;

☐ Master Charge Interbank No. _____
Expiration Date _____

Card # _____

Name _____

Street _____

City _____ State _____ Zip _____

Signature _____

Please add applicable local sales tax. Offer expires Jan. 31, 1974.

5-Year Repurchase Guarantee

If after 5 years from date of purchase, this choice U.S. coin collection has not increased in value, MailMart guarantees to repurchase it from you promptly at the full original purchase price, provided the set is undamaged and in its original presentation frame. This guarantee is made in full confidence that rare coins are extremely likely to increase in value with each succeeding year.

MAILMART, 485 Madison Ave., New York, N.Y. 10022

MAILMART THE DEPENDABLE STORE
RIGHT AT YOUR DOOR.



This Month's Guest Economist

E. G. Nicholson
President
Gable Industries, Inc.

Housing Faces Life

Often sluggish while the rest of the economy is in high gear, the American housing industry is now faced with dramatic challenges imposed by changing developments in the marketplace.

Clearly, the American birth rate, in a downward trend for some years, is in sharp decline. In 1971, it fell from the 1970 level of 18.2 children born per 1,000 population to a 17.2 level. During the second quarter of 1972, the rate dropped to the lowest level ever recorded for a three-month period—15.3. For 11 months of 1972, the latest statistic available, it was 15.7.

As the post World War II baby crop born between 1947 and 1957 comes of mating age, promising a sustained housing boom peaking in the late 1970s, we are also entering a period when average family size will fall to the lowest level in our history.

It now appears likely that the average household of 3.3 persons in 1960 and 3.2 in 1970 will be three in 1980.

Taking into account the availability of contraceptives, liberalized abortion laws and male sterilization, there seems to be reason to believe that lower birth rates will continue. Further, the U.S. Census Bureau has discovered in a survey that young wives want smaller families—the number of children they hope to have averages out to 2.4, compared with 3.1 in 1965.

Meanwhile, the number of families continues to increase. There were 52.8 million in 1960 and 62.9 million in 1970. By 1980, the number is expected to reach 77.3 million.

Thus, housing demand remains brisk. During the 1970s, census figures indicate, some 23 million new housing units will be needed—14 million to accommodate the increase in households; eight million to replace existing housing that wears out, burns or is demolished; and one million to

maintain a vacancy rate sufficient to allow for job changes and general neighborhood moves.

Another new factor affecting the industry is the changing attitudes of women. Young American wives plainly want to do other things with their time and money in addition to raising children. More vacation and travel time are certainly to be considered. In addition, they're concerned with the environment, and with esthetics, comfort, convenience and easy upkeep in housing.

The housing industry has little to fear and much to gain from the fact that the number of American families is increasing but that they are getting smaller in size and are subject to new social conditions.

These changing conditions pose a number of implications for the industry.

One trend is the popularity of cluster townhouses and condominiums. Freed from the ugly grid street pattern of traditional row houses, townhouse developments with well-maintained open spaces, recreational areas and swimming pools may come to typify the private home market of the 1970s, just as the split level did the market of the late 1940s and early 1950s.

This does not mean the end of the large-lot suburban house. Today's young people may not share their parents' wartime dream of finding a big, old place in the country and filling four or five bedrooms with happy, pillow-throwing youngsters. But when there is no place in the townhouse to store a bike, camera equipment or camping equipment, not to mention extra books and furniture, even the two-child family will start looking for something more spacious.

However, once the children have flown the "suburban green belt," the parents may seek housing that is smaller and closer to the city. Almost

nobody will still think of spending an entire lifetime in one house.

Like the automobile industry, the housing industry will have to give up the idea of a standard four-door sedan and begin to offer a full range of house types suitable for all ages, stages and pocketbooks—from sub-compacts and compacts to intermediates, standards, luxury models and even sporty specials.

The housing equivalent of the sports model might be a weekend or vacation home close to water and golfing and within a short driving distance of the main house. It could become a permanent year-round home as Father finds he doesn't have to spend every day in the office.

Not only must the nature of structures and their surroundings change, but the housing industry must be innovative in applying new construction techniques and materials to control inflationary construction costs.

Some pioneering concepts in building technology and materials owe more to the aerospace age than to the still-used but prebiblical trades of carpentering and bricklaying. Engineers, for instance, currently are refining ways that lightweight housing modules can be elevated into place and suspended from giant T-shaped frames. A series of such T-frames, connected only at the tops, could span entire blocks, creating a new city in the air built from the top down.

As another example, plastic housing modules are being designed to be heli-copted into place as components of a giant arch that spans deteriorated urban housing.

A more receptive attitude toward new construction technology by those responsible for building codes is needed. Organized labor, too, will have to reevaluate and compare steady factory work at good wages with the high hourly but lower annual wages available from conventional construction work—which is subject to the tyranny of weather and the business cycle.

In addition, continued support and incentive from Washington as well as from state and local governments will be needed.

With improvement and change in these vital areas, the potential of the housing industry to meet the new challenges it faces may allow it to enter fully into a creative renaissance era of building.

YOURS TO LISTEN TO AND PROFIT FROM FOR 15 DAYS ... FREE

In 15 days of FREE auditioning you can listen as often as you like to "How to Get Your Ideas Across" and then apply its wealth of communications know-how the rest of your business life!

YOU "SIT IN" ON TRUE-TO-LIFE DRAMATIZATIONS OF BUSINESS SITUATIONS...

As you listen to one dramatic presentation after another—each covering a communications problem you're apt to encounter during any business day—you'll feel that you're actually sitting in on familiar office situations. But you'll have the advantage of "stop-motion" . . . the narrator interrupts the action to point out errors, to explain exactly what went wrong and to demonstrate what should have been done.

BAND 1—Getting Across to the Boss. Helps you time your idea, make it flexible, let your boss enjoy mulling over your idea.

BAND 2—The Management Meeting. How not to tie up high-priced talent in meetings by making points interestingly, succinctly, effectively.

BAND 3—Target Your Communications. Learn the subtle art of using language that relates perfectly to the level of your listener.

BAND 4—Make the Right Word Work For You. Don't let your listener arrive at wrong meanings. Here's how to avoid inadvertent word disasters.

BAND 5—The Successful Negative. The pussyfoot approach to refusal is seldom necessary; here's how nice guys say "no" when they have to.

BAND 6—Tons of Words on Oceans of Paper. What to do about proliferation of paperwork? Here's a 3-step test to apply any time you contemplate writing a memo or letter.

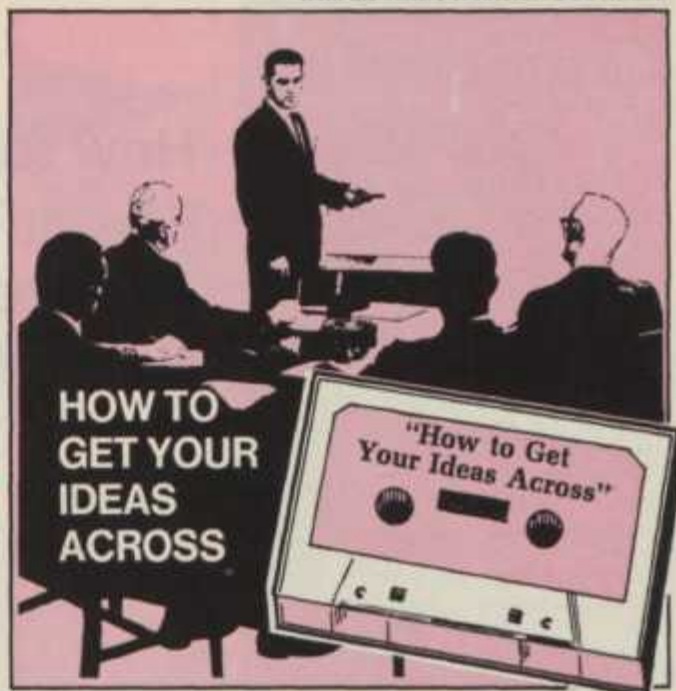
BAND 7—Operation Communication. When the company's communication arteries harden, this 4-point system is the cure.

BAND 8—The Stand-up Speech. This in-voice demonstration is presented with such force that you'll automatically apply these lessons whenever you are called upon to address an audience.

This first recording in the new NATION'S BUSINESS series will demonstrate dramatically what's in store when you join "Executive Seminars in Sound" . . . one of the most versatile and rewarding programs yet conceived for personal self-development in business!

Approximately every six weeks, a new seminar will go out to you for free auditioning. As with the first one, any one of these may be returned and you'll owe nothing if for any reason it falls short of your expectations.

Simply fill out this "Seminars in Sound" coupon. Then mail it to NATION'S BUSINESS, 1615 H Street, N.W., Washington, D.C. 20006. Send no money now, but be sure to check either 12-in. LP record or handy cassette.



No. 1 in the new series EXECUTIVE SEMINARS IN SOUND™

CHOOSE LP RECORD OR HANDY CASSETTE

Additional seminars will include:

- **Make the Most of Your Time**—Explores how you can capture waste hours and turn them into productive effort.
- **Your Role as a Decision-Maker**—New techniques for evaluating facts and minimizing risks in decision-making.
- **Guide to Better People Management**—Examines a wide variety of "people problems"—from spotting potential leaders to handling the delicate details of dismissal.
- **Mastering the Art of Delegating**—Demonstrates how to hand over certain responsibilities so you can free yourself.
- **Organizing Your Plans and Planning Your Organization**—Techniques for coping with constant change in your business resulting from growth, competition, economics, government rules.
- **The Strategies of Moving Ahead**—Personal case histories help you understand your situation today—set realistic goals for your future.
- **How to Live With Your Own Success**—Overcome the fears, blind spots and 57 varieties of hang-ups that can rob you of the joy of achievement.

**JOIN "EXECUTIVE SEMINARS IN SOUND" AND
RECEIVE "GET YOUR IDEAS ACROSS" FOR 15-DAY
FREE LISTENING. FILL OUT AND MAIL COUPON
TODAY.**

NATION'S BUSINESS, Sound Seminar Division
1615 H Street, N.W., Washington, D.C. 20006

PLEASE SEND ME "How to Get Your Ideas Across" for 15 days' free listening. If I'm not completely satisfied, I will return it and owe nothing. Otherwise, I will remit as indicated below (plus a few cents handling) and expect to receive for free trial listening each additional "Executive Seminar" to be sent at 6-week intervals. I am not required to accept any minimum number and may cancel at any time.

☐ 12-in. LP @ \$5.95

☐ Tape cassette @ \$7.50

Name

Address

City State ZIP

NB6373

Confidential LOANS

\$1,500 to \$12,500

■ The nationally recognized financial service used regularly by over 20,000 professional, executive, and technical men and women like you.

■ A quick and extremely confidential source of credit for immediate needs or as a credit line whenever you need it.

■ No collateral... no embarrassing investigation. No charge for establishing your credit line.

■ Simple details handled over the phone or by personal mail from the privacy of your home or office.

■ THE quiet service for your financial needs. Dial our private, toll free, number 800-328-7328 or write Charles R. Donner, Executive Loan Director.

**ic Industrial Credit
Financial Services**

295 Hamm Building,
Saint Paul, Minnesota 55102
Member: American Industrial Bankers
Association since 1937.

NEW!

LOW COST
SELF-CONTAINED
PROGRAM TIMER

Lathem WORK-ALERTER installs without outside help. Single cabinet includes: program timer, horn with volume control, visible clock face. Can be set for automatic sounding for any five minute intervals; timer tape easily encoded by owner. Plugs into regular 115 volt current. Reminds employees to start/stop work on time; controls coffee and lunch breaks.

PHONE
TOLL FREE

For fast
information
call
1-800/241-4990
(In Ga. phone
collect
404/691-0400)
or mail
coupon.



LATHEM TIME RECORDER COMPANY
174 Selig Dr., S.W., Atlanta Ga. 30336
Please send Work-Alerter Program Timer
details, including price.

Name _____
Company _____
Address _____

Lathem

TIME RECORDERS
PROGRAM TIMERS
TIME STAMPS
WATCHMAN CLOCKS

How to Speak Through a Closed (or Open) Door



ILLUSTRATION: RALPH ROBINSON

If you have an office door, you have available a means of expression unparalleled in business communication. Without uttering a word, you can register feelings of surprising range, sometimes in ways that are more dramatic and meaningful than any others.

Just consider:

- Executive Joe X is trying to finish a difficult report. Just then, his secretary is visited by the receptionist, and the girls begin an animated chat about last night's TV fare. Mr. X goes to the door and closes it quietly.

The girls get the message: "That's O.K., girls, go on with your conversation. I'm closing the door so I can concentrate."

- Executive Tony Y has a different message. In his case also, a noisy little chat between his secretary and a deskside visitor starts up. But he has just given the secretary a rush job, and furthermore, he had chided her earlier in the week about the time she wastes in idle chatter.

Annoyed by the racket, Mr. Y slams his door shut. His message is crystal clear: "Shut up and get to work."

Masters of "door-ese" point out it's easy to interpret the three basic door positions.

1. Open. It's an expression of policy, and of personal inclination. The door in this position tells the world at large that the executive is available,

and feels that he has nothing to hide.

2. Closed. Particularly when used by the open-door man, the shut door means: "Something private is going on. Do not interrupt unless you have something special to say." It also signifies: "Come back later."

Some "door-ese" experts use a shutting to warn a visitor something special is coming up.

"Close the door behind you," an executive tells his subordinate, and the latter can be sure he's in for unusual subject matter, good or bad. It may involve a bawling out, or a raise—but for sure it won't be ordinary chitchat.

3. Ajar. The door in the halfway position says: "Come in if you have to. I'm available for other than routine matters."

Another means of communicating via your office door: It's the most attention-getting bulletin board there is.

A note that wouldn't get a single glance on a regular bulletin board will draw people from the farthest corners of your domain, for a close-up perusal.

Here are some samples recently observed:

"Disturb and die."

"Snooty time. See me after 3."

"Special meeting going on. Don't try to unspecial it by breaking in."

"Out to lunch."

"In for lunch." —AUREN URIS



Sure: you get too much. Sure you don't send too much?

Important mail will eventually reach the important people that it should. After all, if you throw enough sand against the wall, some grains are bound to stick.

If the logic in this reasoning escapes you, you ought to talk to us. We can show you how to cut your internal and external communications *volume* at the same time you increase your *efficiency*.

You'll save gobs. On paper, postage, manpower, equipment, and most of all, the valuable executive man-hours you're losing now to mail wastes.

We'll teach you how to play a new game when it comes to your mailing operation. It's called *selectivity*.

Let's get our respective specialists together, for about an hour. We'll be back in a week, with an obligation-free systems analysis and a recommended solution.

Send just one more piece of mail: our coupon.

Customized Addressograph systems by



Multigraphics Div. of AM Corp.
Department M-3
1800 W. Central Road
Mt. Prospect, Ill. 60056

Let's hear more about the Addressograph Systems Analysis approach to my paper jungle.

Name

Title

Organization

Address

City State Zip



MULTIGRAPHICS

DIVISION OF ADDRESSOGRAPH MULTIGRAPH CORPORATION



Good Times in the Playtime Field

Americans have more leisure, and more money to spend on enjoying it—which makes for enjoyable reading of sales statements at many companies

To welcome the coming of spring in ancient Egypt, worshipers of Osiris, god of agriculture, and the priests of Set, god of darkness, flailed away at each other with wooden staves. They offered up a human sacrifice and concluded the festivities with a game much like soccer.

This is one of the earliest recorded ways that man has enjoyed himself while at leisure.

Today, man has thousands of ways of spending his leisure. Sometimes, as did the ancient Egyptians with their display of reverence for the gods, he cloaks his activity with pronouncements about how beneficial it is. It's good for the body, he says, or for the mind.

Sometimes, what he does merely fits this description, in the book "Of Time, Work and Leisure" by Sebastian de Grazia: "Leisure is a state of being in which activity is performed for its own sake."

If modern man had not added to his ways of having fun, he might well become bored to death. Because he has far more free time now, at least in this country, than ever before. Consider that:

- The average American now works fewer than 230 days a year.

- Forty million Americans get three weeks' vacation in a year.

- Nearly all annually get five official three-day weekends plus from three to eight other holidays.

- An estimated 2,500 companies have gone in for the four-day week.

- Several million people work no more than 35 or 36 hours a week.

- The percentage of people leaving the work force before age 65 is increasing rapidly.

- Americans now have an average life expectancy at birth of more than 71 years.

Satisfying the desires of these people who have time on their hands has grown from big business to enormous business, with more than 300 companies in the leisuretime field.

Anywhere from \$40 billion to \$140 billion, depending on what and how you count, is spent annually by Americans for fun activities, buying equipment to have fun with, or taking lessons in having fun.

The Commerce Department has estimated that the public's spending on recreation has been growing an average of 7.6 per cent each year. Even in years of business slowdown, when there was no overall growth in "discretionary" spending by consum-



DRAWINGS: BILL COLE

ers, the amount of money going into recreation has risen 5 per cent.

And the business of supplying fun is expected to continue on a skyrocket, according to government and private studies. Not just because people work less but because they no longer hold work in the same esteem that their forebears did.

The Puritan ethic once set the tone for America: Work is unavoidable. Work is hard. Work is a duty.

But, as anthropologist Margaret Mead puts it: "As once it was wrong to play so hard that it might affect one's work, now it is wrong to work so hard that it may affect family life."

Some of our ways of having fun or spending our leisure are new. Many are refurbished old ways.

Nearly 200 years ago Bath, England, was turned into an all-inclusive fun place with culture and social events the main bills of fare. In this country in this century, establishments such as Grossinger's in New York State's Catskill Mountains have become centers for sports and entertainment. Games are played there, singles dances held, lectures and concerts given; there's hiking, riding—the lot.

Now we are approaching the next step, which may be the ultimate in fun palaces. Disney World and its precursor, Disneyland, pointed us in this direction. And imaginative companies are planning to establish complexes which will provide even more varieties of what the heart desires in the way of leisuretime activities.

Pleasure domes in plastic

Tennis, squash, handball, golf, skiing, bowling, boating, bicycling, motorbiking, hiking, skating, archery, movies, concerts, dances, theater will all be available. Coaches will be on hand to teach and polish skills. Plastic domes—some to be held up by hot air—will cover certain areas in certain seasons so that not even the weather can stop a customer from having fun.

The weather will impose some restrictions, of course—golfing and skiing ordinarily can't go on at the same time—but other than that, the customer seeking joy will be able to have his choice each day at the wonderful world of fun.

President John L. Tullis of AMF, Inc., says his company already has looked into existing ski resorts in the

West which could be expanded, but the best site has yet to be found for creating one of these fun complexes.

"When we find what we want, we would expect to charge a customer one time," he says. "One ticket would get you transportation, motel, meals, rental of sports equipment if personal equipment is not brought along, admission to all activities. AMF might farm out the food and lodging part to some hotel-restaurant group, but we would provide the remainder. We would expect people wanting relaxation to stay from a weekend to two or three weeks."

AMF is already committed to the leisure field from boats through golf equipment, motorcycles, bicycles, bowling equipment, skis and tennis rackets to all sorts of inflated balls.

The Marriott Corp. started construction last year on a 168-acre convention and resort complex near Chicago to be known as Lincolnshire. It will have an 800-seat theater-in-the-round and convention auditorium, restaurants, a 400-room hotel, an 18-hole golf course, a ski slope with lift, tennis courts, a man-made lake and other sports facilities which would enable convention-goers to play, work, study and hold business meet-



Good Times in the Playtime Field *continued*

ings at the same site. The company is also planning a "Great America" park near Washington, D.C., billed as one of the most diverse family entertainment and business meeting complexes in the country. It will include live entertainment, recreation rides, movies, specialty shops, restaurants and hotels.

A similar major entertainment park is to be built by the Marriott Corp. in the next two years in Santa Clara, Calif.

King-size hunting preserves

In the not-so-long-ago, if many an American wanted to go hunting, fishing or camping all he had to do was gather up a minimum of equipment and step outside the door. This still is possible for some of us, but there's a lot less elbow room now. So, several wealthy Westerners have taken an old European idea and intend applying it in on a vastly larger scale in South America.

Europeans rent out reaches of trout and salmon streams, even rights to hunt in ancestral preserves. Now the Americans are looking for 40,000- and 50,000-acre areas that can be fenced in and stocked with all

kinds of game and fish. They propose charging a hunter or fisherman one fee which would include transportation by chartered plane, meals, campsites, guides. The hunter or fisherman would have the right to take certain game and fish.

In recent years hunters have gone to Western ranches and paid to hunt antelopes, bighorn mountain sheep and bears.

Several ranches in the Kerrville, Texas, hill country import antelopes for hunters to kill and most of them furnish cottages and meals, and charge for the game taken.

Now this sort of thing is going big time.

In recent years hunting and fishing within the United States have become more popular despite a relative scarcity of places to hunt and fish. More than 26 million Americans bought 32½ million fishing licenses and over 16 million bought 23 million hunting licenses in 1972.

One of the fastest growing leisure activities is camping—either on the ground or in recreational vehicles. Already there are five million campers, house trailers and motor homes, and the number goes up steadily.

Sales and rentals of recreational vehicles were well over \$2.5 billion last year. The Recreational Vehicle Institute estimates that figure will be more than \$3.5 billion in 1978.

New companies and associations have sprung up to service the fancy campers—such as Kampgrounds of America, Inc., a franchise outfit; Outdoor Resorts of America, Inc., a condominium company which will sell camp sites and rent them out when owners aren't using them; and Venture Out in America, Inc., another condominium firm.

In the next five years campgrounds and condominium parking sites for camper vehicles will increase vastly as such firms as Holiday Inns, Humble Oil, Beatrice Foods, Stuckey's, Boise Cascade, Gulf Oil and Wickes get into one phase of the business or another.

The rise of fancy camping

Camp sites of the future will be increasingly elaborate and will include live entertainment, gourmet restaurants, swimming pools, golf courses, baby-sitters, kennels and other aids to patrons' enjoyment. Several hotels, including some at Las Vegas, are establishing camp sites nearby. "Campers" may not sleep at the hotels, but otherwise they make full use of hotel facilities.

Luxurious camp sites appeal to Americans who don't really want to go camping but do want to snuggle up a bit closer to nature than they would in a hotel or motel. Some of their motor homes cost \$25,000—and even more elaborate ones are on the drawing boards, since everyone seems to want to upgrade his recreational vehicles.

"Fancy camping once was for the few and the affluent," says Mike Radigan, national director of the Recreational Vehicle Institute, "but just five years from now the number of recreational vehicles will have doubled to more than 10 million."

Every year over 212 million visits are made to national parks, many for camping in vehicles or tents, others for stays in cabins, motels and hotels. Millions of Americans camp out in more rugged fashion, sleeping under the stars.

C.R. (Chuck) Henry, executive

vice president of the Coleman Co., Inc., maker of the famous Coleman stove and lantern and all sorts of other camping equipment, says that since 1961 his firm's sales of lanterns have increased 159.7 per cent and of stoves, 126 per cent.

Coleman sees its revenues doubling in the next five years. Several other similarly oriented companies show a comparable growth picture.

Travel's enlarged lure

Another area of outstanding growth in the fun field is travel.

Just what Americans spend on it depends on the definition of the word "travel." Striking an average among estimates based on a half-dozen different definitions, Americans spend about \$40 billion annually on travel now and that figure will be \$92 billion in 10 years.

Disposable personal income increases about 7.2 per cent annually. Meanwhile, financial and income experts say, the average American soon will be putting in even less time at work than he does now.

So he is going to have even more money and more time to look around.

Already, 50 per cent of all American families have an annual income of \$10,290—or more. And within a couple of years, a big part of the U.S. population will be in the 30-to-45 age bracket, a group in which distant travel is considered a requisite for the good life. With family size diminishing rapidly, more money will be available for fewer members of the family.

Barring a war or major depression it is a foregone conclusion that Americans will travel more often and further, go to stranger places and spend more money.

Already you can book a tour which includes a couple of days with an Arab camel caravan in the Middle East. Soon, such places as the Seychelles Islands, Cyprus, Surinam, the Canaries, Morocco, Tunisia and Mauritania will be tourist havens.

It's unlikely that many Americans will travel much faster anytime soon than at the present maximum clip of about 600 miles per hour—notwithstanding the SST's being built by the British and French, and the Soviets. Those planes will be for people in a

really big hurry or for the supremely affluent who can afford the 25 per cent surcharge on top of the regular first-class fare.

Bigger than the jumbos

However, by 1990 Americans may be traveling in much bigger planes than today's jumbo jets, which carry 300 to 400 people. Aircraft companies are dreaming about 1,000- and 1,200-passenger planes.

There's the distinct possibility that airlines will be permitted to form cartel-like organizations and jointly operate inexpensive shuttle services, even to include booking of passengers and supplying of aircraft.

Long-distance ocean travel (excepting cruises, which are growing in popularity) and long-distance bus and train travel are expected to diminish even further, say several surveys, including a major look into the future done on behalf of American Express Co.

They take the same view of long-distance bus travel, but bus companies pin hopes on multiple-ride tickets, good for extended periods.

American hotel organizations estimate that in another five years the per room construction of a top flight hotel in a major U.S. city will average \$40,000.

This makes for expensive vacationing in major cities, but high costs are only one reason why traditional family vacations to urban centers are less attractive.

High crime rates also help drive people away.

Airlines, railways and bus companies constantly try to counteract the drop-off in family travel to major cities with surprisingly inexpensive and convenient package tours. However, for a family of four or five, the daily spending can still be high and the problems of crime discouraging.

After the '68 riots in Washington—the U.S. No. 1 tourist attraction—tourist activity, especially by family groups, fell drastically. Not until 1971 did it noticeably revive despite Washington's enviable position as a seat of government and focal point of history.

Relatively speaking, the cost of getting to vacation spots is expected to be low in the next five to 10 years,



Hase

as it is now. Notes Stephen Halsey, senior vice president of American Express' travel division:

"While the cost of food and clothing has gone up over the years, the cost of travel relatively has declined. Airline tickets are now 36 per cent cheaper than they were 10 years ago."

The biggest increases in travel costs will be for hotel accommodations, car rentals and restaurants.

Smooth sailing for cruises

The combination of relatively low air fares and the desire to spend as much time as possible sunning and funning has caused a major change in the sea cruise business.

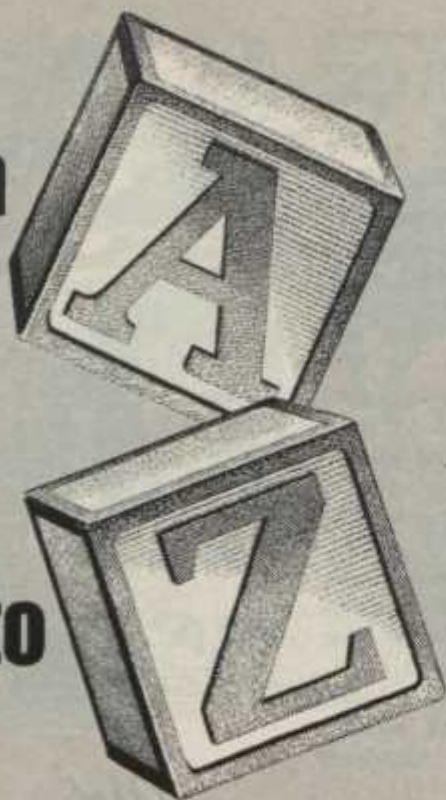
For the first time Florida ports—primarily Miami and Ft. Lauderdale—now surpass New York as jumping off points for cruises. By flying south to catch the ship the vacationer gains time which he can spend in the sun.

And travel agents are also finding that many people going on cruises want to fly all the way to Caribbean ports and catch the ship there. This gives them still more vacationtime aboard and abroad.

Vacations at sea cost Americans \$1

From

to



A Albuquerque, Amarillo, Argonne, Argentine, Ardmore
B Bakersfield, Bay City, Brownwood, Barstow
C Chicago, Cleburne, Clovis, Cucamonga, Chanute
D Dallas, Denver, Dodge City, De Soto
E El Paso, Eagle Lake, Emporia, Enid
F Fort Worth, Fresno, Fort Madison, Fullerton
G Galveston, Galesburg, Gainesville, Garden City
H Houston, Hutchinson, Hodgkins, Hereford
I Independence, Inglewood, Iola
J Joliet, Justin, Jasper
K Kansas City, Kingman, Kirbyville
L Los Angeles, Littleton, Lawrence, Lemont, Lubbock
M Matagorda, Marcelline, McPherson
N Newton, Norman, Navasota, Nowers
O Oklahoma City, Oakland, Olathe, Ottawa
P Phoenix, Ponca City, Pampa, Paris, Plainview
Q Quenemo, Quinlan
R Richmond, Riverside, Roswell, Raton, Reedley, Redlands
S San Francisco, Stockton, Streator, San Diego, San Angelo
T Tulsa, Topeka, Trinidad, Temple
U Udall, Umbarger, Upland
V Valley Mills, Vaughn, Verona, Victorville
W Wichita, Willow Springs, Wellington
X (Santa Fe crossings are marked with an X sign—drive safely)
Y Yale, Yucca, Yeso
Z Zarah, Zenith, Zephyr

Santa Fe knows the West, Southwest and Midwest!

Box 333A

Santa Fe Railway, 80 East Jackson Blvd.
Chicago, Illinois 60604 312/427-4900

I am interested in knowing more about Santa Fe industrial opportunities in the:

- ☐ Southwest — (Texas, Oklahoma, New Mexico, Arizona)
☐ Far West — (Northern and Southern California)
☐ Midwest — (Illinois, Iowa, Missouri, Kansas)
☐ Chicagoland

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

TELEPHONE _____

We have specialists who provide complete facts about plant locations and distribution centers. And we are interested in discussing plans for various types of real estate projects from shopping districts and restaurants to office centers and condominiums. ■ There are 2,100 stations along our 13,000 mile transportation route, and we have 48,000 acres ready for development in large cities, small towns, and rural areas. ■ Just call or write: Real Estate and Industrial Development, 80 East Jackson Blvd., Chicago, Ill. 60604, telephone: (312) 427-4900. **From A to Z we can spell-out the advantages for locating along the Santa Fe.**

Santa Fe

—The complete transportation company
moving by rail, truck, air freight, pipeline and land development.



Good Times in the Playtime Field *continued*

billion a year and the figure has been steadily increasing for at least three years. Nearly 600,000 Americans take cruises out of East Coast ports yearly. A lesser number take cruises out of San Francisco, Los Angeles, Long Beach and Seattle.

Fifty million Americans already take at least one trip a year of 10 days or more. This statistic helped convince American Express, Holiday Inns, Quality Inns, Hilton, Intercontinental, Marriott, Sheraton and other firms to build accommodations abroad.

Dozens of travel companies are programming more attractive vacations of three or four days, which fit the pocketbooks and long-weekend schedules of people who prefer several short vacations a year to one long one. This preference is counted on to help increase the number and scope of close-to-home holiday spots.

Several leisure-oriented companies are looking at the possibilities of acquiring charter airlines. Package tours will be increasingly popular. They will be kept low in cost for medium-length vacations in the effort to tap the growing number of blue collar workers who now have the money, time and inclination to travel. This is the fastest growing group of travelers.

They like bikes

Sports make up one of the most popular ways of spending free time and bicycling—already riding a wave of revived popularity—is expected to continue as a favorite leisure activity for masses of people.

More bicycles were sold in the United States last year—11.5 million—than autos. The last time this occurred was during World War II. Chicago has laid a network of bike paths. California cities have built so many miles of them in the past five years that no one has managed to count them. Oregon is diverting money from its highway fund, nurtured by money from the state tax on gasoline, to build bike paths. Wisconsin has a cross-state network.

Most bikes are conventional two-wheelers but three-wheelers are expected to become more popular as housewives use them for grocery shopping and elderly people ride

them in retirement areas. Behind the bikes' popularity is the fact they pollute nothing, are great for exercise, and are comparatively inexpensive.

Mr. Tullis of AMF says: "Our bike sales have been exceptional. We're selling every one we can import or otherwise get our hands on."

The transition of the bike from a simple device to the 10-speed, \$225 dandy common today is an example of how we elaborate on our fun equipment.

Tennis, everyone?

Next to bike riding, the fastest expanding sport is tennis, which has prospered at the expense of golf because it is simpler and takes less time and money to play.

Already, air-conditioned, covered tennis courts flourish in scores of cities. So many are planned around the country that tennis will soon be a year-round game just about everywhere.

Platform tennis—played on a raised board surface with a special paddle and heavy ball—is a variation of the game that is growing fast. The court is smaller than a regular tennis court.

Another example of how we elaborate: Arizona is the home of \$400-per-week tennis ranches.

G. Marvin Shutt, executive director of the National Sporting Goods Association, says tennis equipment is "moving like a bat out of hell. In 1955, sales, not including shoes and clothing, totaled only \$9.8 million. In 1971 they were \$31.8 million. We estimate 1972 sales at \$35.1 million."

Wilson Sporting Goods Co. predicts retail sales of tennis equipment will continue to increase at a 15-to-25-per-cent yearly clip.

Golf is expanding slowly because land costs are high, courses are crowded and taxes on country clubs are at the point of prohibitiveness.

Still, there are 13 million golfers playing on 10,500 American courses, so the game will remain a prime favorite—although an increasingly expensive one.

Five million skiers now spend \$1.3 billion yearly—a figure that has climbed with the popularity of the sport and is expected to continue upward.

One and a half million sports enthusiasts ride in 1.5 million snowmobiles and this number is expected to double in 10 years although opposition has developed to these vehicles because some have damaged terrain and destroyed undergrowth.

Boating, sailing and gymnastics are expected to continue to grow faster than golf, bowling and archery.

Football scores

The mania of the American to actively participate in leisure may have skyrocketed, but so has his continued interest in spectator sports. With some major shift of emphasis.

Professional football has zoomed past baseball as the favorite of armchair Walter Mittys, with pro basketball and hockey expanding all over the map to cash in on growing interest in these sports. Baseball, the minor leagues dying, has taken half-hearted steps to speed up the "grand old game" and rekindle fan interest. College football and basketball, of course, continue to draw the huge crowds of alumni of both kinds—actual and sidewalk variety.

Probably the fastest growing spectator sport is stock car racing, which has gone from drag strips to 500-mile affairs that rank in interest with the Indianapolis 500 for standard race cars.

Even once relatively "specialized" spectator sports such as rodeos and quarter-horse racing have bloomed and there are dozens of other "fad" events that lure our time-on-their-hands citizens: motorcycle derbies, turtle races, and—in the hill country of West Virginia—even coon hound swims across mountain streams.

A shortage of prime land is expected soon to hamper the business of selling and building second homes for leisure. Within five or six years practically all choice sites near major cities will have been divided off and sold for second homes. By then there will be four million second homes for leisure—twice the present number. Nine thousand firms are in the second home business and prices range from \$2,000 to \$75,000.

Increasingly popular are condominium second homes and apartments at beaches and mountain resorts. Many are rented part-time for



Good Times in the Playtime Field *continued*

the sake of tax write-offs. However, an owner who often uses the home himself is going to have trouble convincing the Internal Revenue Service that it is "investment property."

The culture boom

The culture boom has been on for years and there is no doubt in anyone's mind that it will continue to grow.

Over 600 million visits are made yearly to American museums and art galleries.

During the 1964-65 season seven million Americans attended concerts given by the 28 major symphony orchestras. In 1969-70 nine million attended. In 1970-71, 10.5 million attended. Later figures are not yet available.

The number of smaller metropolitan orchestras—which have annual budgets of \$100,000 or less—has leaped from 36 in 1964 to 83 now. New ones are forming. They often take good music where it has never been before.

Altogether there are about 1,000 major, metropolitan and small community symphonic orchestras. The American Symphony Orchestra League says the desire for good mu-

sic has never been greater and it is certainly going to grow further.

In 1965, less than one million Americans paid to see professional dance troupes. Last year six million did.

Changes are in the offing in the world of books, which are being sold in greater number than ever before. At least partially, the book in its present form may give way in the future to the card. National Cash Register Co. has devised a means of putting 2,500 printed pages on a four-by-six-inch card which can be inserted into an ultramagnifying glass and read like a book.

The computer will also make changes in the book field, with libraries computerizing storage of books. Future authors may sell their books to computer companies, rather than to publishers, and be paid according to the number of times readers get their works out of computers.

Movie-going has been on the decline for many years. Television took the customers away. Now, movies and TV are getting together in a new way. Hotels have found guests will pay amply to have top-class, first-run movies flashed on TV screens in their rooms. Dozens of hotels are lining up to offer the deluxe service.

Another movie innovation in a few years will be the ability to dial a satellite and get a rerun at home of an old movie, play or TV program.

The New York stage, over unionized and over priced, is sick. But outside New York, the stage is healthier.

There, the trend to new theaters, and to good repertory, semipro and amateur performances has been marked. For example, Washington had three year-round legitimate theaters 10 years ago. Today, seven operate around the calendar. Others operate seasonally and there has been an outcropping of full-time dinner theaters featuring professional talent.

Whither the Sunday driver?

Autos once were driven for pleasure, as well as for necessary personal trips and for business. But who goes for a Sunday ride any longer? Not many people, on our crowded highways.

Will leisure riding in the distant future take the form of underwater jaunts in pleasure submarines and even rides into space in pleasure rocketships?

Don't laugh. Many can still remember when people were thrilled at the thought of going for a \$1 ride in a flying machine that took off from, and landed at, Neighbor Jones' cow pasture. END



give...so more will live
HEART FUND

Sixty-eight North Carolina towns* prove they have something better to offer.

They won the Governor's Award for community development and placed themselves in stronger competitive positions for industrial expansion.

To win the Governor's Award these communities looked at themselves and made changes:

They established industrial development promotion groups and formed development corporations chartered to finance industrial buildings and sites.

They inventoried their communities, providing facts and figures on what they have

to offer, answers to questions asked by site selection experts.

They developed industrial sites — four or more in each community — with commitments for all utilities at the sites.

They conducted clean-up fix-up campaigns to make their communities more attractive and to demonstrate the outlook of their communities.

So far, 68 North Carolina communities, from mountains to the coast, have met the criteria of the Governor's Award program and signified their ability to accommodate new and expanding industry.

For more information on what North Carolina's Governor's Award towns have to offer for new and expanding industry, use the coupon.

Tell me more.

Gov. James E. Holshouser, Jr.
Dept NB
Raleigh, N.C. 27611

We are interested in knowing more about North Carolina's Governor's Award towns.

NAME _____

TITLE _____

FIRM _____

STREET _____

CITY _____

STATE _____

ZIP _____

North Carolina

*Ahoskie • Albemarle • Andrews • Angier • Ayden • Belhaven • Boone • Burgaw • Burnsville
Canton • Clayton • Clyde • Creedmoor • Denton • Dunn • Edenton • Elizabethtown • Erwin
Franklin • Fuquay Varina • Granite Falls • Grifton • Hamlet • Hazelwood • Hertford • Holly
Ridge • Hookerton • Hudson • Laurinburg • Lenoir • Louisburg • Marion • Maxton • Mebane
Middlesex • Murfreesboro • North Wilkesboro • Pembroke • Plymouth • Raeford • Red Springs
Reidsville • Richlands • Rich Square • Roanoke Rapids • Rockingham • Roseboro • Seaboard
Siler City • Snow Hill • Sparta • Swansboro • Tabor City • Taylorsville • Vass • Wadesboro
Wallace • Walstonburg • Warsaw • Washington • Waynesville • West Jefferson • Whiteville
Wilkesboro • Williamston • Windsor • Winterville • Woodland

To be on top in Florida business, be at its center

Florida Center.

The geographic center of the state.

And a strategic location at the intersection of Interstate 4 and the Florida Turnpike establishing a fast link between your office and all Florida and the Southeast. Nearby Orlando Jetport means a fast link to the entire U.S.

Florida Center's master planning provides you with the complementary benefits of greater efficiency and better living.

This 2700 acre community within the city limits of Orlando carefully blends areas for homes, shopping and recreation with areas for hotels, offices and clean light industry.


So the proximity of your home to your office will provide more time for both working and enjoying such Florida Center facilities as the golf club course, boating, the swimming pools and the tennis courts.

If your business has Florida branch offices, locate your headquarters in the state's one strategic center.

Florida Center.

Flexible opportunities are available for leasing or joint and independent ventures.

For more information on what a Florida Center location can mean to you and your company, write or call us.

FLORIDA  CENTER

Dept. C20 • P.O. Box 2508 • Orlando, Florida 32802 • (305) 851-1780



Things Look Up—and Down—in Aerospace

There's both good news and bad news for the aerospace industry—sales increased last year for the first time since 1968, but are expected to decline this year.

Total sales in 1973 are predicted to be some \$22.5 billion, compared to the \$23.5 billion in 1972, says Karl G. Harr Jr., president of the Aerospace Industries Association.

An improvement is expected, however, in one area—sales of commercial aerospace products are estimated at \$5 billion this year, \$200 million above 1972.

The upswing will come from delivery of jet transport and general aviation aircraft. The latter category has already shown healthy growth, with utility and executive aircraft sales jumping 55.8 per cent in 1972 over 1971.

Hurting the industry are cutbacks in military and space program sales. Although military sales, i.e., those to the Defense Department, increased from \$12.6 billion in 1971 to \$13.8 billion in 1972, the projection for 1973 is that they will fall back to nearly the 1971 level—\$12.7 billion.

Military export sales, once a strong factor in the nation's balance of payments, grew softer in 1972, Mr. Harr reports. Aerospace exports were down for the first time since 1964—from \$4.2 billion in 1971 to \$3.9 billion last year—and most of the decline came from a 23.8 per cent drop in military sales, from \$1.1 billion to \$854 million.

With the Apollo program now terminated, the National Aeronautics and Space Administration will be a less affluent customer. Space sales in 1972 were \$3 billion, down from \$3.2 billion in 1971. For 1973, the estimate is \$2.9 billion. Just five years ago, NASA and Defense Department space activities produced sales of slightly over \$5 billion annually.

Profitwise, Mr. Harr says things have looked up. For 1972, the industry's profits, as a percentage of sales after taxes, were an estimated 2.2 per cent, up from 1.8 per cent in 1971.

END

WE WILL GUARANTEE OUR LEASE RATES ON THESE 1973 CARS

We offer you protection from rising costs and new car price increases if you lease from us now!

Rollins makes it easy to have exactly the cars you want and still keep your capital intact! We'll even buy your present fleet, if you like, and lease it back to you!

You don't have to be a financial wizard to realize the savings this *limited-time* offer provides you.

Get the whole story now simply by mailing the post-paid card. It will receive our immediate attention. Mail it today!

FULL-SERVICE CLOSED-END 24-MONTH LEASES

At the end of the lease, you "walk away" from the cars. The trade-in responsibility is ours.



1973 Chevrolet Impala Custom Coupe

\$144²⁵
month

Two-door hardtop with vinyl roof

RATE INCLUDES RADIAL TIRES



1973 Chevrolet Chevelle Malibu Estate Wagon

\$142⁷⁵
month

5 seats (9 passenger), roof rack, power rear window

RATE INCLUDES RADIAL TIRES



1973 Chevrolet Monte Carlo

\$139⁵⁰
month

Two-door hardtop with vinyl roof

RATE INCLUDES RADIAL TIRES



1973 Chevrolet Chevelle Malibu Colonnade

\$136⁷⁵
month

Two-door hardtop with vinyl roof

RATE INCLUDES RADIAL TIRES

Prices slightly higher in west.

All cars are equipped with: factory air conditioning • tinted glass • AM radio • power steering • power disc brakes • automatic transmission • whitewall tires • deluxe wheel covers. Rates include: full maintenance

• repairs • title • licensing and renewals • State inspections • 1 set of replacement tires over the lease period • lubrications • oil changes • filters. Similarly attractive rates on other 1973 cars.

CALL TOLL-FREE FOR FULL DETAILS: (800) 441-9485



Rollins Auto Leasing Corp.

*Another of the Rollins International Companies
P.O. Box 622, New Castle, Delaware 19720*

25th ANNIVERSARY YEAR

How to Earn More Dollars Abroad

We could boost export sales—and save billions to boot—by snipping through a mountainous tangle of red tape

Exporters, importers and (wouldn't you know it?) Uncle Sam join in wasting \$3 billion a year on needless paper-shuffling and red tape in international trade.

Washington implores U.S. businessmen to boost sales abroad.

But here are some of the hurdles exporters—and importers—now face:

- The average export shipment requires 360 copies of 46 separate documents.
- To prepare and process that pile of

paper takes more than 64 man-hours, and costs more than \$350.

- Traders must cope with more than 1,000 separate forms in regular or special use.

All this adds up to some staggering totals: U.S. world trade generates up to 6.5 billion copies of some 830 million documents each year. Filling them out takes more than one billion man-hours.

"This seriously impedes the expansion of international trade," says

Ambassador to Italy John A. Volpe, former Secretary of Transportation.

"In fact, it can endanger this nation's ability to compete in world markets. Many shipments pile up at steamship terminals, piers and airports, because cargo moves faster than the supporting papers."

How did we get ourselves into this mess? The way Topsy got out of diapers. She just grew.

No weeding out

"The same forms are in use long after their original purpose has been served," one expert points out. "Then new forms and procedures are piled on—without getting rid of the old."

"So that stack of paper gets taller, and taller and taller."

Fortunately, we need not stand helplessly by while trade channels are choked with paper.

"We can do lots of things," says the National Committee on International Trade Documentation.

NCITD is a nonprofit, privately financed group whose goal is to simplify and improve paper work involved in world trade. With the help of the Department of Transportation, it made a two-and-a-half-year study of that subject.

Its findings and recommendations were published in a volume called "Paperwork or Profits?—in International Trade." (\$10, NCITD, 30 E. 42nd St., New York, N.Y. 10017.)

Based on the current volume of international trade, it says, documentation costs U.S. business and government nearly \$6.5 billion a year. This huge sum amounts to 7½ per cent of the total \$86 billion value of all our export and import shipments. Almost

Enroll your company in the "Save a THURD" campaign

ECONO-CAR
INTERNATIONAL
A Service of Westinghouse

The Econo-Car Executive Plan is the corporate car rental program that enables business travelers to receive low rates and executive service. Executive Plan members qualify for a 10% discount off the already low Econo-Car rates at hundreds of locations nationwide, in Canada, Hawaii and in the Caribbean. You're already able to rent any size Ford or other fine car and save up to a THURD; now the Executive Plan enables you to save a bigger THURD... even if you're getting Hertz or Avis discounts.

For information and advance reservations call
800-874-5000

From Florida call 800-342-5628.
From Canada call 800-263-6470.



Interested in saving a BIG THURD? Send us this coupon today.

YOUR NAME _____

YOUR COMPANY NAME AND ADDRESS _____

CITY _____ STATE _____ ZIP _____

SEND To Econo-Car International, Box 5765-N
Daytona Beach, Florida 32020.

Savings based on current published rates range from 13 to 20% depending upon rate and availability of local models and local market.

AIRBORNE MADE EMERY WHAT IT IS TODAY.

PRETTY GOOD.

For years, Emery had the air freight market almost to itself. But then AIRBORNE came along and woke the sleeping giant. Since then, we've kept him wide awake.

We've done it by offering his customers problem-solving extras that speed air freight the fastest, surest way from point to point. Extras like P.R.O.D. Positive Rush Order Delivery. P.R.E.P. Pre-alert Regarding Essential Packages. Un-warehousing. Blue Label International Service. And 70 company-managed AIRBORNE stations and offices around the world.

AIRBORNE wants your business, and we're going all the way to get it. After all, in four short years we've made Emery what it is now. Nervous.



Call



Airborne Freight

We go all the way.

**If you care
about a thing
like education,
you'll know why
we make such
a big thing
of it.**



Quality education can separate the "locations" from the "Communities" in your site selection plans.

And you'll find strong emphasis on education in Lakeland. In the grade-school-through-trade school insistence on excellence.

And the college, career and technological courses of Polk Community College. And the pacesetting programs of Frank Lloyd Wright-designed Florida Southern College.

Learn more about Lakeland. Send for the new brochure, "Lakeland: dynamic central Florida growth area."

LAKELAND

Wonder-full All America City, Florida
Neighbor to Walt Disney World

John M. Hamilton CID
Lakeland Chamber of Commerce - Dept. N-3
35 Lake Morton Drive
Lakeland, Florida 33802

Rush me your package of information on
"Lakeland: dynamic central Florida growth area."

Name _____

Address _____

City, State, Zip _____



How to Earn More Dollars Abroad *continued*

half, or \$3 billion, could be saved, the Committee contends.

How? By following its recommendation to drop 85 of the 125 major types of trade documents now in use.

The result, NCITD says, would be:

- Elimination of some four billion copies of forms each year.
- A dramatic reduction in the confusion and delay that now attends export-import shipments.

NCITD cites 28 specific ways to snip through the red tape.

"On 18 of the recommendations, the Office of Facilitation of the Department of Transportation is already taking steps to do whatever needs to be done to put them into operation," says Director Robert Redding.

"And we will follow through on the others.

"One of the recommendations in the government category went into effect Jan. 2, 1971, by international agreement between the United States and major trading nations of the world. This agreement standardized certain commercial and governmental cargo transport documents. This change alone will make possible an estimated annual saving of a half-billion dollars."

That may be just a start.

Paperless communication?

Technology has contributed greatly to the growth of world trade, the NCITD study says, pointing to supersonic aircraft, high-speed ships with double the turnaround capabilities of older vessels, cargo handling by container and pallet, and automatic processing and transmission of electronic data.

In fact, it says, "even the basic ingredients now exist for communication without documents."

Real reform, Mr. Redding adds, takes more than federal action.

"The spark the program needs," he says, "is for industry to get into the act in a big way—and do everything in its power to cut down on the paper work that now clutters world trade channels."

But he warns:

"Don't expect the specialists to do it for you. You'll have to do it yourself."

END

We're Far From the End of Our Resources

Amid all the doomsday voices predicting early depletion of the nation's natural resources, that of Dr. V.E. McKelvey, director of the U.S. Geological Survey, speaks out for sober optimism.

He says that, contrary to popular impression, mineral resources are not finite in quantity, but change over time.

"In attempting to assess our total resources," he told the Society of Economic Geologists in Minneapolis, "it is necessary to consider not only presently minable resources already identified, but also potential resources including those of similar quality that are as yet undiscovered and those of lower quality that may be someday economically producible."

In the case of iron, for example, he predicts that by the year 2000 the nation's cumulative demand will have been from 3.2 to 4 billion tons versus known reserves of 5.4 billion tons. But these reserves do not include "paramarginal and submarginal" ones such as low-grade Lake Superior ores, nor hypothetical reserves, which his agency terms "enormous."

"For most minerals," Dr. McKelvey says, "ample reserves are indeed there in the ground; they are geologically available."

His agency is now preparing estimates of potential supplies of nearly all materials presently in use.

"For some commodities such as manganese and chromite, we still must look to foreign supplies," he says. "For other materials, such as vanadium and tungsten, future domestic production depends on advances of extraction technology or substantially higher prices that will permit the use of lower-grade resources."

"However, resources such as iron, molybdenum and copper are nearly equivalent to potential demands over the next few decades and the prospects for new discoveries are reasonably good." **END**

"At the age of 35 I was operating a punch press in my garage -

**30 years later
I merged our company
for almost 25 million dollars"**



So says Walter Behlen, former President of Behlen Manufacturing Company, Nebraska. "And," as Behlen once told *Time* magazine, "I could never have done it without Thomas Register." To learn the amazing saga of this 1968 Horatio Alger Award winner, send the coupon below.

FREE!

A practical guide to building sales through directory advertising. Provides handy check lists, shows examples.



**THOMAS
REGISTER
BUILDS
BUSINESSES**

THOMAS PUBLISHING COMPANY, 461 Eighth Ave., New York, N.Y. 10001


Name

Company

Address

City State Zip






A city bigger than Atlanta with room to grow.

Jacksonville, Florida, the largest city in land area in the continental United States. The city covers 827 square miles... plenty of elbow room for a growing population. We plan to keep it that way. In 1968, the citizens adopted a new form of government replacing and unifying those of the old city and county. This gave Jacksonville a truly consolidated government with the power to plan for the future... to offset problems most cities face.

If you're looking for growing room... come to Jacksonville. Make us your headquarters.

For confidential information write Virgil Fox, C.I.D., Executive Director, Committee of 100, Jacksonville Area Chamber of Commerce, P. O. Box 329-N, Jacksonville, Florida 32201.

Jacksonville, Florida **...bold new city of the south**



Where can you team up
trillions of gallons of clean water
with a modern network of TVA dams
to get abundant electric power?

TENNESSEE

IT JUST COMES NATURAL

For more information dial us direct

1-800-251-8594

(8:00 a.m.-4:30 p.m. Central Time)

or write Governor's Industrial Development Staff, Room 1222,
Andrew Jackson Bldg., Nashville, Tennessee 37219

Creativity: A Path to Profit

It can pay to sit back and think of new methods of doing things; this article may help you come up with better ideas

Handwritten: Lynn Hunt 2-2-73

Seventeen-year-old Lynn Hunt takes high school commercial courses mornings and works as a typist in downtown Cleveland, Ohio, afternoons. Recently, her office manager noticed she was tucking a slip of green paper behind the sandwich of carbon-treated invoices she was rolling into her typewriter. The slip had an odd-shaped window cut in it.

When Lynn was finished, the manager picked up the green slip and found an addressed envelope behind it. She smiled. "Beautiful! You can type addresses on the envelopes at the same time as the invoices!"

"Well," said Lynn hesitantly, "I . . . want to keep up."

"You will."

Adaptations of the window technique followed—sometimes it was a matter of tucking small, odd shapes of carbon paper behind a particular spot on the stack of letterheads.

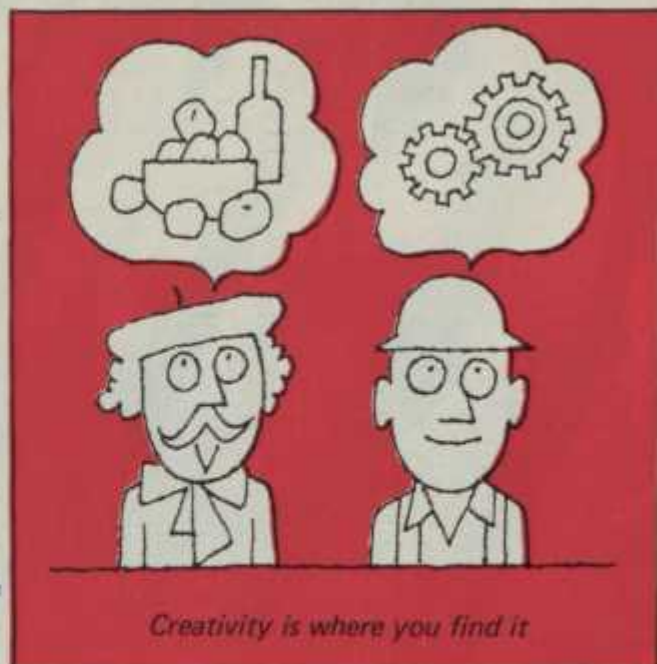
Whatever the typing chore, Lynn learned to address the envelopes at the same time she typed the forms, and soon became the fastest worker in the office.

A small thing, perhaps, but on-the-job inventiveness speeded the entire office's typing practices—and earned her a raise.

Too often, we assume that creativity belongs to architects, artists, decorators and such, so we leave the field to them and dismiss our own ideas. This is backwards. While the card-carrying creative types are still painting the same bowl of fruit and designing the same glass-box skyscrapers, a harassed sales manager somewhere is figuring out a new way to move an overstock of galvanized iron, a tool-and-die maker is designing a power takeoff that will do three jobs simultaneously, an accountant is rescuing a small business.

From brown bag to blueprint

On-the-job creativity is everybody's property and many people have discovered it can make almost



DRAWINGS: CHARLES A. BURN

any line of work into an adventure and a career. One of these is a mechanic for a large manufacturing company. He knew the firm was planning to buy some very expensive machinery to speed up the manufacturing of automotive engine bearings. Eating his lunch under a tree one day, he suddenly envisioned a mechanical device that, installed on the present machines, would streamline the production as effectively as the new equipment.

He flattened his brown-paper lunch bag, diagramed his idea on it and dropped it into the company suggestion box.

The company's engineers took the idea from the brown bag to blueprint form, then made a small model



of the device. It worked. Under a company formula, the mechanic was rewarded with a bonus of \$26,000.

He had read no books about the fine art of creativity. He was eating his lunch and he got an idea.

The main arena of creativity is the workaday world of people smack up against getting a job done.

For instance, Martha Driver, a librarian in East Cleveland, had the task of moving 60 tons of books to a new library building across town. The library board had budgeted for a professional moving job, but Martha preferred to save what money she could and put it into more books. She called on the local newspaper and persuaded the editor to publish a feature story headlining a special offer: "Unlimited Withdrawal Privileges. Draw Out All Your Summer Reading Now. Keep All Summer. Return Books in September—to the New Library."

Presto! The book-moving job was taken care of at considerably reduced cost.

The resources of large corporate research and development laboratories tend to discourage an individual from developing his own on-the-job idea. But big R & D departments have two major handicaps: They are usually involved in big problems, and they don't have your knowledge of the problems—and possibilities—of your job. Noticing how many of the calculators and adding machines he sold were later stolen, salesman Paul Sander devised an economical lock and cable attachment for lashing office machines to desks. Then he formed his own company, J.O. Prague, of Wantagh, N.Y., to make and sell the device.

Frank Marino, an engineer at PVT Plastics in Brooklyn, N.Y., liked everything about his Volkswagen—except its nose. So he molded a plastic one that resembled a Rolls-Royce hood and put it on his little bug. It attracted so much admiration from passersby that his company now manufactures and sells them. About 5,000 of them are rolling the roads today.

Sometimes, the hardest place in which to be imaginative is a creative industry where customs, fads and competition freeze the options. In that case, think wild.

Knowing that young married couples have little money for furniture, Pittsburgh designers Eileen Pittler, 26, and George Brewer, 29, came up with the idea of stick-on furniture—life-size pictures of wall telephones, Tiffany lamps and Victorian brass bed headboards that could be gummed to the wall. The idea appealed to something whimsical in the young—enough to move 150,000 pieces of stick-on furniture in the first four months of production.

An eye for details

On-the-job creativity is often a matter of details.

A San Diego, Calif., cab driver has available for his customers a late newspaper, a sports magazine, chewing gum, a tourist map of the city. He keeps the cab interior sharp and sprays it with pine-scented aerosol. "Pays me to make the ride something they don't expect," he says. When he asks customers if they'd like to take the long route and see a specific landmark, "half the time they say Yes. I can make money on the worst days."

A service station located across from a businessman's lunch restaurant runs a perpetual tire sales contest among its employees. The fellow who usually wins goes over and inspects the tires in the restaurant parking lot. When he finds worn tires he leaves a handwritten note under the windshield wiper:

"I have a new four-ply steel radial for your left front. If you're here tomorrow leave your car across the street. I'll put it on while you eat."

"Mike-from-across-the-street."

Often, a good idea is merely a matter of imaginative combinations.

Three young employees of the Bronwen Corp., a Washington, D.C., brokerage firm, noticed that a lot of customers rushed in at noon to study the stock quotations and do their trading before going back to their own jobs. "They had neither time to eat nor time to trade," says partner Harry Hagerty. "We figured, why not put the two together?" The result is a restaurant called The Exchange Ltd., with a stock quotation board for scenery and phones for placing orders.

Undoubtedly the happiest ideas grow out of doing what you like to do. When Mabel Westerberg's daughters married and moved out to the suburbs, she found herself doing much of their shopping for them in the big downtown Chicago, Ill., stores. She enjoyed it and it sparked a thought: There were, she realized, thousands of house-locked young mothers who, in order to go downtown for a \$5 blouse, would end up paying for a baby-sitter, lunch, transportation—\$15. Mrs. Westerberg, with the backing of her husband and family, took \$5,000 out of her savings and began bringing things out to young mothers' homes. Today, her home shopping

Creativity: A Path to Profit *continued*



service, known as Queen's Way to Fashion, is more than a \$20-million-a-year business.

Creativity is sometimes reaching back and putting to work your fondest memories. Fifteen years ago, former semipro football player Harry Kimball was managing Rikeys Hotel in Palo Alto, Calif. Weekend business was way down. Then Harry got his winning idea—it occurred to him that Eastern coaches bringing their football teams West to play would have trouble keeping the boys in training when they stayed in San Francisco.

He called the coach of the Detroit Lions and offered to set up a training table any way he liked it, and furnish special laundry service and transportation to the practice field at nearby Stanford University. The Lions took him up on the offer. So did the Cleveland Browns, the Green Bay Packers, the Chicago Bears, the Minnesota Vikings and a number of college teams. Word quickly spread across the country that Harry Kimball and his staff knew how to handle athletes. Today, while other hotels are still slow on weekends, Harry's, now known as Rikeys Hyatt House, is jumping.

Possibly the most important single element in bringing an on-the-job idea into being is simply believing in it—and hanging on to that belief. Matt Kiernan, an aggressive young salesman of business education courses for a New York management association, got his golden idea during his daily two-hour commute from Port Jefferson on the Long Island Rail Road—he proposed to his employer that they hire a railroad car and present their courses to the commuters.

Management couldn't see it "at that time." But every day, Matt watched all those people on the 6:42 sleeping, reading newspapers, wasting precious hours; the idea gnawed at him and he proposed it several more times.

Finally, he resigned his job, rented a railroad car, built two classrooms in it, formed a company called "Edutran." Now he needed academic support, and he got it from Adelphi University, which supplied professors, books and curriculum as well as 55 commuting graduate students. As of this writing, Matt's program has been expanded to two other Eastern railroads and 200 students, one of whom has received a master's degree. Fifteen more will do so in the near future.

Birthplace of the idea

Where do all these solid, creative ideas come from? For an answer, observe yourself.

Do you do your best thinking at your desk with pencil in hand, or by daydreaming when you're away from the job? Do your hunches tend to come at you in a flurry for several days at a time, then dry up for a month or so? (Many professional people find this so, and study and use these cycles.) Do your ideas jump out at you when you're driving on long trips? Respect that. Try pulling out of traffic (yes, emergency stopping—this is an emergency!) to write an idea down while the bloom is on it.

For some people, the stimulation of social conversation brings the big idea. Again, excuse yourself and make a few notes.

Some of the creativity tricks you'll discover about yourself may astonish you. An industrial designer confides that when he's really stuck he walks through a war surplus store—he invariably finds some gadget there that helps break the idea jam. A sales promotion specialist walks through a variety store or the displays in an airport. A middle-management man confesses he pretends that he's president of the company—what would he change first?

Many men and women quit a good idea when they get hung up on a "missing link" they can't resolve. Professionals in creative jobs have the same gaps, but they leave them blank while they go on to work out the rest of the idea.

Few know that the late, great cartoonist Rube Goldberg was originally a highly successful design engineer. When he hit a gap he couldn't quickly solve he'd fill it with a gag: Cat (A), fishing for goldfish (B), dumps aquarium (C), which douses candle (D), which. . . . Later, he'd go back and find the component which would bridge the gap (X) in the plan.

Whatever the problem, a good idea will keep burning a hole in the pockets of your mind. Let it. It's no bad thing to let an idea simmer. Your twin—the subconscious mind—keeps working on it and refining it while you're eating, sleeping, doing trivial chores. Your subconscious also keeps trying to apply everything new which you see, hear, learn or experience.

So the advice stands: Don't give up. Your hunches may be your future. As Lu Yochum, a man who has had a lot of jobs and is now a top executive of Westinghouse Electric Corp., recently said: "I never worried what job they gave me. If I didn't like it, I always changed it into one I did like. It isn't hard, if you learn to trust your own ideas."

—WILLIAM D. ELLIS

Businessmen's Most Wanted Laws

For what type of legislation is the need greatest? Ask executives—as we did—and the answer that leads all the rest is: Cut labor's power down to size

"What single law would you most like to see Congress enact?"

Asked that question in a NATION'S BUSINESS survey, American executives far and away give top priority to reforming labor laws which they consider badly out of balance in favor of the unions.

"The most crying need for legislation in this country is a tighter control of organized labor's power," says E.N. Hoekenga, board chairman and president, Ryder Truck Lines, Inc., Jacksonville, Fla.

The second most popular choice is legislation to set tight control on federal spending.

Barron Hilton, president of Hilton Hotels Corp., Beverly Hills, Calif., comments: "During periods of real and threatened inflation such as we are currently experiencing, I would very much like to see Congress enact a law which would effectively limit spending by the government."

And a relatively small but determined group of businessmen declare that the country already has too many laws and that Congress should be thinking about getting rid of some, not passing more.

Says A. Bruce Durkee, president of Durkee-Mower, Inc., the Lynn, Mass.,

food company: "You must be kidding. There are several thousand I'd like to see repealed first."

Labor law reform is the top choice of 44 per cent of the hundreds of business leaders polled. Fiscal restraint by the federal government is given No. 1 priority by 22 per cent. Eight per cent give first choice to legislation that would require a more practical, reasonable approach in applying federal controls in such areas as pollution abatement, job safety and energy supplies.

Seven per cent of the businessmen put various types of tax law revision, including simplification, at the head of their list.

And the idea of a moratorium on new legislation wins support from another 7 per cent.

The rest of those who participated in the poll mention a wide variety of laws they would like to see enacted.

There are calls—most in broad terms but some specific—for action to deal with the looming energy crisis; for improving the U.S. position in world trade and also restricting imports from low-wage countries; no-fault auto liability insurance; housing programs; curtailing school busing; meeting transportation needs; gun

controls; health insurance and government reorganization.

Here's a sampling of the responses: **H.A. Correa**, president, ACF Industries, Inc., New York City: "Reestablish balance of collective bargaining which now favors labor too heavily."

E. Claiborne Robins, board chairman, A.H. Robins Co., pharmaceutical manufacturer, Richmond, Va.: "[A law] curbing the power of large labor unions in the public service sector."

W.P. Thayer, chairman, The LTV Corp., Dallas, Texas: "A law . . . to provide better balance between management and labor in collective bargaining."

Keith R. Potter, executive vice president, International Harvester Co., Chicago, Ill.: "An attempt to bring into balance the bargaining powers of business and unions, to somewhat reduce the excessive power now in the hands of the unions."

M.L. Kapp, board chairman, Interstate Power Co., Dubuque, Iowa: "Limit expenditures to income, except during a war."

Wilmot R. Craig, president, Lincoln First Banks, Inc., Rochester, N.Y.: "Restraint on spending that feeds the fires of inflation."

B.B. Hunwick, president, National

Businessmen's Most Wanted Laws *continued*

Transit Corp., Dearborn, Mich.: "Just reduce government waste in spending tax revenues."

Edwin S. Jones, board chairman, First National Bank in St. Louis, St. Louis, Mo.: "\$250 billion limit on federal spending."

A. Addison Roberts, president, Reliance Insurance Co., Philadelphia, Pa.: "... Minimum automobile no-fault standards similar to those recommended by the U.S. Department of Transportation are needed in 1973 since progress at the state level has been entirely inadequate. Enactment of such a law, eliminating tort liability in auto accidents, would be one of the most important pieces of consumer legislation, since it would cut costs, end delays and eliminate unfairness in payments."

L.R. Tollenaere, president, Ameron Co., manufacturer of industrial, utility and construction-related products, Monterey Park, Calif.: "A law that would allow the exploitation of oil

resources of the North Slope of Alaska and the West Coast of the U.S. so we would not have such dependence on the Persian Gulf nations, and to minimize the balance of payments that would be incurred by paying for foreign oil."

Eric Lidow, president, International Rectifier Co., Los Angeles, Calif.: "Full reciprocity in foreign trade."

Claude H. Poindexter, president, Coastal States Life Insurance Co., Atlanta, Ga.: "A realistic welfare bill that would provide jobs instead of handouts."

Joseph E. Morrissey, president, B. Forman Co., women's wear shop, Rochester, N.Y.: "[More] attention to the effect of minimum wage on industries which employ part-time and noncareer people."

R.H. Barger, executive vice president and general manager, Agripac, Inc., food processor, Salem, Oregon: "[A law] which places responsibility on farm labor organizers and specifically

outlaws secondary boycotts by this group."

Frank D. Nichols, chairman, MacDougald Construction Co., Atlanta, Ga.: "Repeal the busing program."

Robert R. McKay II, president, Dean and Barry Co., paint manufacturer of Columbus, Ohio: "We have too many [laws] now. Give us a chance to digest all of the business legislation of the past two years—the Occupational Safety and Health Act, product safety, Social Security increases, etc. Business has had too much too quickly. A digestive period is needed."

Werner C. Brown, president, Hercules, Inc., Wilmington, Del.: "There are quite enough laws on the books already...."

Ralph J. Ladd, president, Michigan Mutual Liability Co., Detroit, Mich.: "I'm more interested in attitude than legislation. I would hope that moderation would dominate Congress' decisions in the year ahead." **END**

Ship! Ship! Ship!

Ship it Kuwait!



If your airfreight is fragile, ship it Kuwait Airways. We have the smoothest sailing between major European cities and the Middle East. Our Boeing 707's have huge holds and our Captains know the ropes when it comes to the most efficient handling of fragile and perishable cargo. Tie up to Kuwait Airways today.

For more information ask your agent or Kuwait Airways: **New York**, 30 Rockefeller Plaza, (212) 581-9760; **Houston**, 2 Greenway Plaza Dr., 326 Union Carbide Bldg., (713) 626-1590; **Toronto**, P.O. Box 335 Royal Trust Tower, Toronto Dominion Center, (416) 364-8444; **Chicago**, 104 So. Michigan Ave., Chicago, Ill., (312) 263-3858; **Los Angeles**, 510 W. 6th Street, Los Angeles, Calif., (213) 627-148.

Kuwait Airways

When you can't afford to wait



Kuwait Airways, 30 Rockefeller Plaza, New York, N.Y. 10020

Please send me complete information on how to Ship! Ship! Ship! Kuwait! — to Europe, Middle East and Far East.

NAME

COMPANY

STREET

CITY STATE ZIP

You are in debt.

You're a successful businessman.

You have position, authority, and money.

Whatever its weaknesses, you've prospered in America's free enterprise system.

Now America wants something in return:

Your personal support and your company's participation in a program that strengthens our economy and benefits all Americans—the U.S. Savings Bonds program.

Specifically, here's what we ask:

1. Install the Payroll Savings Plan. That way, your employees can purchase Bonds in a systematic way through easy payday allotments.

2. Conduct a vigorous sign-up drive. (Lead it, back it, make it successful.)

3. Tell every new employee, as he signs on, about the benefits of Payroll Savings. (If you don't know what they are, write Director of Marketing, The Department of

the Treasury, Savings Bonds Division, Washington, D.C. 20226.)

What happens next?

America gets non-inflationary thrift dollars for use in managing the debt.

Your people get a safe, proven way to build up savings they wouldn't have had otherwise.

And you discharge an important obligation.

Maybe you'll even experience a flush of pride over the results of your quiet patriotism.



**Take stock in America.
U.S. Savings Bonds**

The Generosity of a "Stingy Man"

Clayton Arnold was only a mail carrier, but investing made him rich—to the benefit of students who've gone further in school than he ever did



Kay Sweeney, left, and Pam Hatley, students being aided by Clayton Arnold Scholarships, joined his birthday celebration last fall. He passed up college as a youth, but says now he wished he'd gone.

What image springs to mind when you hear a man described as "the greatest living benefactor" of a big university?

Perhaps a wealthy alumnus who made it big in business and wants to thank the school that set him on that track?

Maybe the generous scion of a fine, old family who has endowed a beloved alma mater with a chunk of his inherited riches?

Or possibly a brilliant scientist who has assigned valuable patents to the temple of higher learning that tutored him?

Surely not a retired rural mail carrier who never got past high school, a lifelong bachelor who lives quietly and frugally in the simple, white frame house in which he was born.

Yet that's an accurate description of Clayton Arnold, 81, of Thompson's

Station in central Tennessee, whose gifts to the University of Tennessee have a current value of more than \$1 million, making him that school's greatest living benefactor.

His contributions, nearly all in securities, were made over the past 10 years. They have gone into the Clayton Arnold Teacher Training Fund.

Mr. Arnold will receive an income from the trust during his lifetime, but part of the trust's earnings are already at work helping needy students who are planning to teach.

"Simple mathematics"

In explaining how he built up a fortune while working as a mail carrier, and kept on building it in retirement, Mr. Arnold credits "the simple mathematics of a stingy man."

"I've been a miser, living within my income," he says and, with the

money he saved that way "I made fortunate investments."

Except for combat service in France during World War I, Mr. Arnold has spent his entire life in and around Thompson's Station, about 25 miles south of Nashville.

But one of his earliest ambitions was to make a million dollars. He worked on his family's farm until he was 21, when he became his community's first postmaster at \$60 a month, planning to save money to buy land and equipment to start his own farm.

He also set up his own business on the side, buying and shipping grain, and finally began to acquire some farmland. He later bought a general store, but sold it when he went into the Army. After the war, he resumed his duties as postmaster but later became a mail carrier because it paid

Olds Cutlass Supreme.

A great fleet car.

Because it has the money-saving features you want.

When you buy—and sell.

Almost any new car can look good on your parking lot. Olds Cutlass Supreme is built to look good everywhere—including on your P & L sheet.

Take a Cutlass Supreme apart and you see what we mean. There are fleet-minded, nickel-pinching features from bumper to bumper. Pull the heads on the Rocket V-8 and you find positive valve rotators to help deliver more trouble-free performance.

Underneath, the muffler and tailspout have been aluminized to help do a better job of fighting corrosion. Inside the front fenders, thermoplastic inner fenders that can't rust.

And Cutlass Supreme comes with bias-ply, belted tires for im-

proved tread life.

More good news! The new hydraulic front bumper system and Swing-away Grille are there for added protection from minor front-end impacts.

Burned-out light bulbs? Getting at them can be quicker and easier this year. Because now every Cutlass model has convenient, easily removable instrument-panel components like in our larger Oldsmobiles.

And while we've made Cutlass Supreme easier on your financial statement, we've also made it easier on your men.

There's a new suspension system patterned after our bigger Oldsmobiles which provides more of a big-car ride.

There's more legroom and shoulder room this year. And the seats? Solid foam—up to six inches thick. Durable. Shape-retaining. Comfortable.

If you're getting the idea that we keep trying to make Oldsmobile better and better, you're right! Maybe that's why Oldsmobile is enjoying such unprecedented sales. Including fleet sales!

That just might pay off for you, too. Because while Olds traditionally has high resale value, its consistent popularity and new toughness could make it even more important to you come turnover time.

For complete details of all Olds models, write for "Fleet Facts" to Fleet Sales Manager, Oldsmobile Division, Lansing, Michigan 48921.



1973 Oldsmobile: Always a step ahead.

If you want to get ahead isn't this a good

Start your membership in

THE NATION'S BUSINESS BOOK CLUB

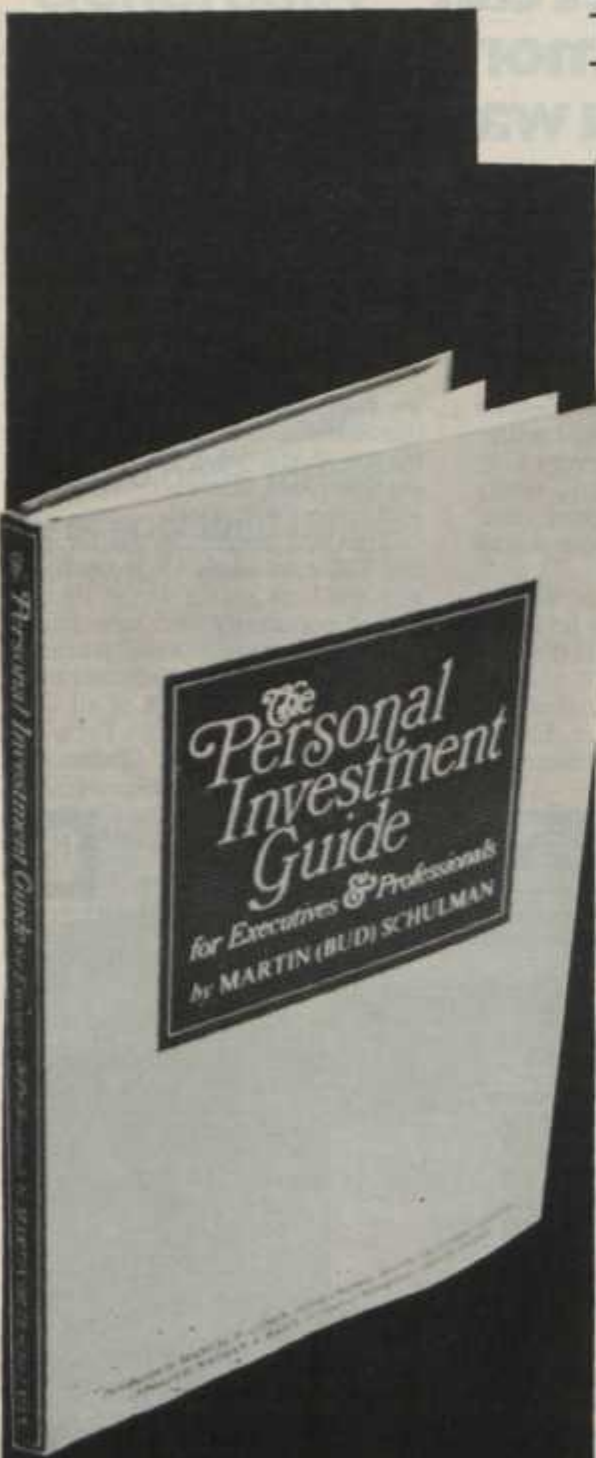
and get this important new book

FREE

This \$15⁰⁰ Book

Yours FREE

as a Charter Member



The Personal Investment Guide
for Executives & Professionals
by MARTIN (BUD) SCHULMAN

Retail price

\$15⁰⁰

**The Personal Investment Guide
for Executives and Professionals**
by Martin (Bud) Schulman

Investing surplus income wisely is more demanding today, and requires a skill that we all covet. The golden age of the sixties, when the skyrocketing market reaped untold profits for the investor is over. Today's investor needs direction and guidance, preferably from an objective adviser. Martin Schulman, businessman, investor and trained accountant, is that adviser. His book includes full and accurate information on over a dozen different types of investment both recommended and not recommended. Manuel F. Cohen, former Chairman of the SEC, says of this book: "It should be read by all professionals who need common sense advice. . . It is written in basic English, very much to the point and not surrounded by cliches or half baked conclusions and recommendations. Read and benefit."

Recently published at \$15.00 this important book is yours free for joining Nation's Business Book Club.

Retail price — \$15.00

in business and stay ahead, time to get started?

The new Nation's Business Book Club offers a unique opportunity for business people to purchase outstanding books, of special interest to them, at a substantial savings. The club is designed specifically for men and women who must keep up with the latest developments in the fields of management, personnel, investing, accounting, sales, and other areas of business, but who simply do not have the time required to search out and review new books.

Each month the editors of Nation's Business Book Club will examine the hundreds of new books published and will select what they consider to be the most valuable work available for business people. Members will receive free of charge the Club bulletin containing a complete description of the new selection. Each book will be informative, useful and well written, and an important contribution to the literature in its field. All books will be cloth bound, in formats identical to the original publisher's edition, but will be priced at discounts of up to 35 percent off list price. And, by joining now you receive *The Personal Investment Guide* free of charge.

So, why not join today and become better informed about the business world around you?

Choose One of These Fine Books as Your First Selection



THE LACY TECHNIQUES OF SALESMANSHIP

by Paul J. Micali

A dynamic guide to the most successful techniques of salesmanship. Both mature salesmen and beginners will find that this book can lead the way to a richer, fuller, more successful life in selling.

List price \$8.95 Member's price \$6.95



THE GREAT EXECUTIVE DREAM

by Robert Heller

An expose of the myths of management. Mr. Heller discusses unsound business practices as well as ways of avoiding common booby traps. Must reading for every executive and manager.

List price \$7.95 Member's price \$5.95



OFFICE SYSTEMS AND PROCEDURES

by George R. Terry

Worthwhile reading for everyone involved in office management. This book systematically outlines the systems and procedures needed to cope with the tremendous volume of paperwork in business today.

List price \$6.45 Member's price \$4.95



DEVELOPING DECISIONS FOR ACTION

by Philip Marvin

An invaluable aid for developing the critical decision-making skills required for now and the future. A step-by-step guide to the single most important, time-consuming, and difficult part of business.

List price \$7.95 Member's price \$6.95

NATION'S BUSINESS BOOK CLUB

Box 421, Cranbury, N.J. 08512, Department NB373

Please enroll me as a Charter Member of Nation's Business Book Club. Send me the selection I have checked and my FREE VOLUME. Forthcoming selections and alternates will be described to me in a monthly advance bulletin and I may decline any book by simply returning the printed form always provided. I agree to buy as few as four additional selections (or alternates) at the reduced Member's Price (plus a small shipping charge) during the next twelve months, and I may resign at any time thereafter.

NAME _____

ADDRESS _____

CITY _____

STATE _____

ZIP _____

☐ \$ _____

Enclosed.

☐

Bill my account.

☐ DEVELOPING DECISIONS FOR ACTION @ \$6.95

☐ THE GREAT EXECUTIVE DREAM @ \$5.95

☐ THE LACY TECHNIQUES OF SALESMANSHIP @ \$6.95

☐ OFFICE SYSTEMS AND PROCEDURES @ \$4.95

Note: Offer applies to U.S., Possessions and Canada only. Foreign memberships must be accompanied by an advance deposit of \$10.00.

The Generosity of a "Stingy Man" *continued*

more. He also continued in business ventures in his spare time.

While in his 40s, Mr. Arnold took enough night school law courses to pass the state bar examination, although he never earned a law degree. He practiced little law, however, commenting once that "mostly people came to me to ask if their lawyer was treating them right." His full-time job remained that of rural mail carrier until he retired in 1961.

He began investing in stocks in the late 1930s with capital from sale of some land. But concern over unsettled conditions with the onset of World War II led him to put the money back into land.

Recipe for seasoning

It wasn't until 1957 that he began a series of stock investments that enabled him to make his gifts to the university.

Some of his early efforts didn't turn out too well, but he says those mistakes enabled him to develop his successful "recipe."

He doesn't go in for speculative stocks, Mr. Arnold explains, but fa-

vors, for example, "a good corporation that is five to 10 years old; one that is a going concern." The next thing, he says, is to wait for its stock to reach a bargain level.

His formula is then reduced to the age-old goal of every investor: "Buy low and sell high."

Mr. Arnold recalls buying stock in Life of Georgia for \$85 a share.

Later, the stock dropped to \$60. Undaunted, Mr. Arnold borrowed money to buy more. Four years later, he sold at prices ranging from \$192 to \$217 a share.

In 1963, he ignored his own rule about investing only in seasoned businesses, and lost \$40,000 he had put into a three-year-old insurance company. But outside of that and a "few other things" there haven't been any losses in the past decade.

His decision to turn his money over to a university has been explained by others as stemming from "a love for humanity," and even from frustration over the fact that he never got to college himself. He sternly dismisses such notions.

"I don't have affection for the hu-

man race," he says. "But I have loyalty to it. I think there's still some hope for it. I'd rather do something for people than talk about love. After all, love without loyalty is not love at all."

As for college, he says, he has no feeling of frustration—he just never wanted to attend one, though "if I had my life to live over I'd go." Mr. Arnold was educated in a two-room schoolhouse, and recalls that he was "not particularly fond" of school.

"I was born and raised in what some people might call poverty," he says. "I don't want a fine car or a fine home. I have had no desire for luxury. So I took the money I had no use for and gave it to the scholarship fund for teachers."

Mr. Arnold was born in the front parlor of the home his parents built in 1887.

The room still has its Victorian-age furniture.

But there's something new there now, a gift presented to him in grateful appreciation: A chair bearing the seal of the University of Tennessee.

END



AS ONE
HARD NOSE TO
ANOTHER



RAMADA INNS FRANCHISE DIVISION
P.O. Box 1632 Dept. NB203 Phx, Az. 85001

You demand a solid investment. You accept nothing less than the proven potential of a leader in a dynamic, growing industry. Consider licensed affiliation with Ramada Inns motor hotels: GROWTH 540 motor hotels with over 72,000 rooms open or under construction. DEMAND — occupancy levels consistently higher than industry averages. FUTURE — increased leisure time and travel project a bright future for motor hotels. You are all business. So are we. That's why a Ramada Inn franchise may enhance the security and potential of your investment. Write today for the hard-nosed facts:

**SAVE NOW ON
EXECUTIVE
LOANS
\$2,000 to \$14,000**

**INSTANT CASH BY PHONE—
ABSOLUTE PRIVACY**

You save as much as 18% or more on interest rates with TWS compared to other executive loan services. And you get more money, as much as \$14,000, in your hands as fast or faster than you could get it locally. Loans made in complete privacy, no embarrassing investigations. Tens of thousands of satisfied customers throughout the U.S. TWS makes loans only to executives, military officers, and professional personnel... that's why you get more money and a better deal.

Get the facts now—without obligation.

**Call our toll-free
"LOAN LINE"
(800) 527-6301**

From Texas, phone COLLECT
(214) 638-2840.



Trans World Services, Inc.

An Affiliate of The Continental Corporation
Suite 404, Stemmons Tower West
Dallas, Texas 75207

MAINTENANCE!!!

DO IT YOURSELF AND SAVE

Your maintenance men are roofing experts with Randustrial's® NEW, Do-It-Yourself Roof Spray Process. Professional results are achieved at a fraction of the normal roofing costs. Randustrial® provides on-the-job instructions. The material is supplied in Kits which includes all patching and spraying material required for each 7,000 sq. ft. The special spray sealant restores pliability and shields the roofing felts against the elements. Check coupon for FREE 56-page Randustrial® Roofing & Maintenance Manual and ask to view our 3-minute Color Movie entitled, "Spray Process Saves Old Roofs."



PATCH CHUCK HOLES

Frigid Patch® comes ready to use for patching wet or dry, broken concrete or blacktop in winter or summer—for immediate use. It contains a unique shatterproof aggregate and new plastic base to provide durability and holding power to a featheredge without crumbling. Frigid Patch remains smooth and pliable under the heaviest loads in all extremes of temperature. Check coupon for FREE 2-Gallon Sample.



ANCHOR BOLTS IN 30 MINUTES

Bolt Anchor Sulfaset® holds machinery fast to the floor under the most strenuous conditions. It is supplied as a dry powder to which water is added to form a liquid consistency, which is poured around the anchor bolts. Bolts hold firm under 46,100 lbs. pull after only 30-minute set; 110,000 lbs. pull after one hour. Check coupon for FREE 2-Gallon Sample.



PATCH FLOORS FAST

Fleet Patch® can be trucked over in 45 minutes after application. It sets hard and smooth; sustains heavy hand or power trucking at any thickness to a featheredge. Fleet Patch incorporates a new plastic binder for resistance to shock and abrasion. Check coupon for FREE 2-Gallon Sample.



CLEAN DRAINS AND SEWERS

Cleanan® is a fast-acting compound for unclogging drains and sewers. It is supplied in an easy-to-use granular form which is inactive until used in water. **ORDER TODAY:** \$50 lb. drums at \$24/lb.; 300 lbs. drum at \$44/lb.; 125 lbs. drum at \$64/lb.



Randustrial Corporation

formerly Ranco Industrial Products Corporation
13251 Union Ave./Cleveland, Ohio 44128
(216) 283-0300

Please send the following samples and FREE Roofing & Maintenance Manual.

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Maintenance Catalog | <input type="checkbox"/> Bolt Anchor |
| <input type="checkbox"/> Please show us the 3-Min. Color Roofing Movie | <input type="checkbox"/> Fleet Patch |
| | <input type="checkbox"/> Frigid Patch |

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____



The new Hyster electrics have all the advantages of being last.

While all the other manufacturers have been busy marketing their electric lift trucks, we've been busy perfecting ours. It took years of hard work. But it paid off. Because now we can show you what we believe is the finest electric lift truck industry has ever seen.

A truck with load capacities up to 6,000 pounds.

A truck with the most durable uprights and the smoothest deceleration system of any electric made. So the steel industry can handle heavyweight loads with lightweight ease.

The Hyster electric even has a single pedal control for both direction and speed, to virtually eliminate jerks.

All eleven models give you a very short turning radius.

And a very long time between trips to the charger.

See your Hyster dealer or write Hyster Company, Industrial Truck Operation, P.O. Box 847, Danville, Illinois 61832.



Advertisers in This Issue

Addressograph-Multigraph Corporation.....	61
<i>Campbell-Mithun, Inc.</i>	
IE Airborne Freight Corporation.....	68E
<i>Soderberg & Bell Advertising Agency</i>	
Allstate Insurance Company.....	1
<i>Leo Burnett Company, Inc.</i>	
American Electric Power Company.....	13
<i>Gardner Advertising Company</i>	
American Motors Corporation.....	23
<i>Cunningham & Walsh, Inc.</i>	
American Telephone & Telegraph Company.....	14
<i>N. W. Ayer & Son, Inc.</i>	
Armco Steel Corporation.....	47
<i>Communication Associates</i>	
R Automated Learning, Inc.....	79 & 79L
<i>Doherty Advertising Company</i>	
Bally Case & Cooler, Inc.....	9
<i>Beaumont, Heller & Sperling, Inc.</i>	
Bankers Investment Company.....	54
<i>Stanton & Burke, Inc.</i>	
Bic Pen Corporation.....	7
<i>Hicks and Gratt, Inc.</i>	
IE Brevard Economic Development Council.....	20D
<i>W. L. Ferguson & Associates</i>	
Butler Manufacturing Company.....	32
<i>Valentine-Radford, Inc.</i>	
Cadillac—Division of General Motors Corporation.....	44-45
<i>IF Arce-MacManus-Intermarco, Inc.</i>	
Chevrolet—Division of General Motors Corporation.....	41
<i>Campbell-Ewald Company</i>	
Chrysler Leasing System.....	56
<i>Meltzer, Aron & Lomon, Inc.</i>	
CNA Financial Corporation.....	35
<i>The Biddle Company</i>	
IE Commercial Credit Company.....	20E
<i>W. B. Dancer & Company</i>	
Contemporary Marketing, Inc.....	52
Convenient Food Mart.....	54
<i>Schram Advertising Company</i>	
R Dominion Bankshares Corporation.....	75L
<i>Associates Advertising</i>	
IE E. I. du Pont de Nemours & Company.....	20H
<i>N. W. Ayer & Son, Inc.</i>	
IE Econo-Car International.....	68D
<i>William Cook Advertising, Inc.</i>	
Eximotor Motors.....	Cover 4
<i>Cramer-Kruseit Company</i>	
Executone, Inc.....	10
<i>Nadler & Larimer, Inc.</i>	
IE Federal Express Corporation.....	8B
<i>Buss Fagan James Advertising, Inc.</i>	
IE Florida Center.....	68B
<i>Houston Park, Inc.</i>	
Ford Motor Company—Truck Division.....	Cover 2
<i>J. Walter Thompson Company</i>	
IE Georgia Power Company.....	20A
<i>Low & Stevens, Inc.</i>	
Greyhound Lines, Inc.....	11
<i>Grey-North, Inc.</i>	
R Harleyville Insurance Companies.....	43C
<i>Boinger-Kaplan Advertising, Inc.</i>	
IE Heller, Walter E., & Company.....	20G
<i>McCann-Erickson, Inc.</i>	
Home Insurance Company.....	4-5
<i>Albert Frank Gensler Law, Inc.</i>	
IE Hyster Company.....	80B
<i>Cole & Webber, Inc.</i>	
ICP, Inc.....	29
<i>Neil Salem Associates, Inc.</i>	

Industrial Credit Company.....	60
<i>Coleman Advertising</i>	
International Telephone & Telegraph Company.....	51
<i>Needham, Harper & Steers, Inc.</i>	
ITT-ICC-WHG.....	9
<i>Gardner Advertising Company</i>	
R Jack Daniel Distillery.....	19A
<i>Gardner Advertising Company</i>	
IE Jacksonville, City of.....	68H
<i>William Cook Advertising, Inc.</i>	
Japan Air Lines Company, Ltd.....	53
<i>Ketchum, MacLeod & Grove, Inc.</i>	
Kawait Airways.....	74
<i>Mitchell Bartlett Advertising, Inc.</i>	
IE Lakeland, City of.....	68F
<i>Executive Advertising Agency, Inc.</i>	
Latham Time Recorder.....	60
<i>George & Glover</i>	
Memocord.....	12
<i>Dick Cokes Graphics</i>	
IE Mississippi Agricultural & Industrial Board.....	20B
<i>Gordon Marks & Company, Inc.</i>	
National Counselor Reports, Inc.....	81
<i>Ad Builder Agency</i>	
IE National Truck Lease.....	20F
<i>David W. Evans & Associates</i>	
R Nightingale-Conant Corporation.....	19B
<i>Giant, Wright & Baker, Inc.</i>	
IE North Carolina, State of.....	68A
<i>Charles Crane Associates</i>	
IE Oklahoma, State of.....	20A
<i>Gelders, Holderly & Smith, Inc.</i>	
Oldsmobile—Division of General Motors Corporation.....	77
<i>Leo Burnett Company, Inc.</i>	
IE Pennsylvania, Commonwealth of.....	20C
<i>Spino & Associates</i>	
R Phone Booth.....	43D
<i>Scott Advertising Agency</i>	
Ramada Inns, Inc.....	80
<i>Owens & Associates</i>	
IE Randustrial Corporation.....	80A
<i>Mc. Pherson Advertising, Inc.</i>	
R Republic Steel Corporation.....	57E
<i>Melhorn & Fessenden, Inc.</i>	
IE Rollins Auto Leasing, Inc.....	68C
<i>Gray & Rogers, Inc.</i>	
Santa Fe Railway.....	66
<i>Advertising Direction, Inc.</i>	
Southern Company.....	55
<i>Lalier, Saul, Battle & Lindsey, Inc.</i>	
Star Manufacturing Company.....	Cover 3
<i>Christensen, Barclay & Shaw, Inc.</i>	
R Steel-Scan, Inc.....	59G
<i>Jackson Boucon Associates</i>	
Success Motivation Institute.....	8
<i>Advertising & Marketing Associates, Inc.</i>	
Tennessee, State of.....	69
<i>Noble-Dury & Associates, Inc.</i>	
IE Thomas Register.....	68G
<i>Black-Russell-Morris</i>	
Transworld Services, Inc.....	8B
<i>Stacky, Sanderson & White, Inc.</i>	
Unicom Systems, Inc.....	39
<i>Stanbro, Drummond Advertising, Inc.</i>	
Union Electric Company.....	38
<i>Gardner Advertising Company</i>	
IE Virginia, State of.....	8A
<i>Lawler, Ballard, Little</i>	
KEY.....	
R-Regional.....	
IE-Industry Edition.....	

Metro Advertisers

Atlanta Chamber of Commerce.....
Basic Four Corporation.....
Beckwith Machinery Company.....
Bell of Pennsylvania.....
Blue Cross/Blue Shield.....
NOAC.....
Boston Dining.....
Boston Edison.....
Boston Globe.....
Britches of Georgetown.....
Caldwell, Banker & Company.....
Charmakers, Inc.....
Chesapeake & Potomac Telephone Company.....
Citizens Bank & Trust Company of Park Ridge.....
Cleveland Electric Illuminating Company.....
Computer Research Company.....
Crown Center Hotel.....
Curlee Clothing.....
Detroit Bank & Trust Company.....
Duquesne Light Company.....
East Gate Tower.....
Executive Auto Leasing.....
Federal Express.....
Ferris & Company.....
Fidelity Bank.....
First National Bank of Boston.....
First National Bank in St. Louis.....
First National Security.....
First Pennsylvania Bank & Trust Company.....
Fond Du Lac Industrial Development.....
Irving Industrial Complex.....
Irving Trust Company.....
Kaanapali Beach Operators Association.....
Kinney Maintenance Service.....
Kinney National Contractors, Inc.....
Larrimore's.....
Libbey-Owens-Ford Glass Company.....
Manufacturers National Bank.....
Marina City Company.....
McKee, C. S., & Company.....
Mellon Bank.....
Mercantile Trust Company.....
Michigan Bell Telephone Company.....
National Shawmut Bank.....
Northeast Ohio Savings & Loan League.....
Ohio, State of.....
Pacific Gas & Electric Company.....
Phone-mate.....
Searle Educational Systems.....
Security Storage Company.....
Statistical Tabulating Company.....
Texas Industrial Commission.....
The Manor.....
Toronto Dominion Bank.....
Twelve Oaks.....
Union Trust Company.....
U. S. Postal Service.....
Van Dyck Research Corporation.....
Washington Gas Light Company.....
Western Pennsylvania Bank & Trust Company.....



GET CAPITAL
RAISE \$500 TO \$2 MILLION IN AS LITTLE AS TEN DAYS
 Let David Magee, famed business consultant, help you get money. Finance capital, loans, grants, cash to start a business.
FREE TRIAL OFFER — SEND NO MONEY
 He's helped thousands. 2518 cash sources. Results or you pay nothing. Write for details.
NATIONAL COUNSELOR REPORTS
 Dept. 101 Knoxville, Texas 76028

Investing in Liquid Assets

"Putting down" Scotch can lift up your spirits and fatten your pocketbook, if the past is any indication of the future



Islay, a 235-square-mile island off Scotland's west coast with a population of less than 4,000, has eight malt whisky distilleries like this one. Malt whisky is blended with grain whisky to produce Scotch.

About 500 years ago, Scots discovered that barley, other grains, clear water from a Highland burn, a hot peat fire and hard work could be combined to turn out a delightful drink that warms the inner man.

At first it was called "the water of life." Scots kept it for themselves and not until several centuries passed did the amber liquid become well-known to the outside world as Scotch whisky.

Once the world did become acquainted with the joys of Scotch, production at tiny distilleries deep in the glens began to soar. New stills were set up. The barley crop was doubled, tripled and quadrupled. Small family businesses became large and famous. And the British government got into the act with whisky laws and bonded warehouses.

It wasn't long before Scots discovered that despite their renowned frugality, they could not finance entirely the growing, expensive business of making whisky. As they say in the Highlands, "It takes a strong wheelbarrow to carry whisky."

And so the Scots reluctantly went outside for money. They are now turning regularly to the United States for investors. After all, Americans drink one fourth of the 145 million gallons of Scotch produced each year.

In the past three years, the number of Americans "putting down" maturing Scotch—otherwise known as investing in it in bulk—has been doubling annually. An estimated 8,000 to 10,000 Americans now own \$100 million worth of either grain whisky or malt whisky which is being stored until ready for blending into the kind of Scotch you buy at your liquor store. (The aging period is anywhere from three to 20 years, with five or six years the most common span.) They are buying into about eight million gallons of whisky a year.

There is no commodity exchange for investing in bulk Scotch. But a score of American brokerage companies have been formed to handle this business.

Raising your spirits

Putting down Scotch can be fun. It's a great cocktail party gambit to tell your friends you have investments abroad in the very type of liquid that's in their glasses. And you can wonder aloud if any of your own whisky will eventually be blended into "Laird O'Logan De Luxe," "Old Worthy," "Highland Nectar," "Famous Grouse," "Old Argyll" or "Bonnie's 1745."

If your bulk Scotch is eventually sold to such famous blenders as Johnnie Walker, Chivas Regal or

Cutty Sark, you can tell your friends as they sip: "You're having some of mine."

But far more meaningful results can come from this type of investment.

For years now, it's been a way to turn 15 to 20 per cent profit annually. The value of Scotch has been rising faster than inflation. The amount consumed has been increasing at a regular 15-per-cent-a-year rate.

Practically all bulk Scotch is sold in lots worth \$1,000 or more. It is stored in special casks made of American oak.

You can sell it after its scheduled aging period, leave it down for another couple of years while its value further increases, or swap it for twice as much new Scotch and then let that mature and increase in value. You can sell out at any time.

Unlike investing in a stock, which gives you only an interest in a whole company, buying Scotch in bulk means owning specific casks which are numbered, and listed in your name.

Since the whisky is kept in bonded British government warehouses, it won't be stolen, lost or tampered with.

Britain imposes no tax on any profits, and the United States treats long-term ones as tax-sheltered capi-



Casks of American oak hold maturing Scotch. Before it leaves the warehouse, government officials check the whisky.

tal gains. Interest equalization taxes paid by U.S. investors in foreign securities do not apply to Scotch. You pay no income tax if you swap your matured four-year-old whisky for twice as much raw Scotch.

Scotch prices are far more stable than stock prices; they are not subject to daily whims of the investing public.

Of course everything about putting down Scotch isn't good.

While your Scotch is down you get no return whatsoever—no dividends as from stocks, no rent as from property, no interest as from bonds.

You must pay storage, insurance, commissions and cask costs. The totals are included in original sums you invest and run about 20 per cent.

There is some evaporation, called "ullage," during storage.

Investing in Scotch can be disconcerting. Scots are shrewd traders and there is no end of rumors from Glasgow and Edinburgh about failures of distillers or brokers. Rarely are these reports true but many an investor has panicked and sold out to some cagy Scot who resold later at a profit.

Also, it almost goes without saying that the fact that putting down Scotch has been profitable in the past doesn't make it a sure thing for the future. And the recent devaluation of the dollar dims the profit picture

somewhat because you get less Scotch for your money.

Just now there is an oversupply of grain whisky—made from a combination of barley and other grains. There is, however, no oversupply of malt whisky—made solely from barley. As a matter of fact, distilling of certain types of malt has not kept pace with demand.

John G. Merz, president of Highland-Dunes Scotch Investors, Inc., of Minneapolis, says there was "tremendous overproduction" of grain whisky in 1964 and '65, and the oversupply will continue for years.

Mr. Merz, as well as Mark Myers, president, The Scotch Exchange in King of Prussia, Pa., and Stanley G. Price, regional director of Haffenden-Rimar International in Alexandria, Va., says the best buys are in malt whisky.

Grain whisky is light, almost tasteless and high in alcohol content. It is made in patent stills, in a process that is cheaper, easier and quicker than that for malt whisky. The latter is made in small pot stills from the finest barley. It is prepared over peat fires, giving it that smoky taste.

There are 15 big grain whisky distilleries and 120 smaller malt whisky distilleries in Scotland. Each of the 120 malters turns out a different-tasting liquid called a "straight" or "single" whisky. As many as 20 or 30 Scotch malts from as many distillers are blended together, then mixed with varying amounts of grain whisky to form various brands of Scotch.

Until recently, most top-class Scotch was a near-even blend of grain and malt. As malts became scarcer and as demand increased, blenders introduced "light" Scotch—a less costly concoction of 70 or 80 per cent grain whisky and 20 or 30 per cent malt whisky.

If investing in Scotch is as good a proposition as brokers say it is, why don't British banks and investors come up with all the \$2 billion in new financing that's needed yearly?

The answer is that British banks do indeed put up large sums. They don't invest more because they dislike tying up their money without return for long periods.

As for individual Scots, virtually every woodcutter in the Highlands

and barley farmer in the Lowlands has a little Scotch put down. So do many other individual Britons.

Small Scottish distillers prefer to sell their whisky as soon as they can, to get their profit and capital out. Then they don't have to borrow at high interest to maintain their business.

A far different situation prevails here in putting down bourbon. Practically all financing is done by distillers, blenders and major American banks. Why call on individuals? And capital is plentiful in the U.S., so why look abroad for it?

British-American blends

Most American brokerage houses handling Scotch are owned by Britons or are affiliated with British firms. One that is going great guns, Haffenden-Rimar International, was formed by the Washington, D.C., firm of Rimar Scotch Whisky Trading Co. and a major London whisky firm, J.F. Haffenden Ltd.

Haffenden-Rimar is so successful that it has expanded its lines and twice enlarged its office. One of its activities should increase demand for the product its customers are investing in. It supplies American retailers with "Master Blender" kits which allow drinkers to blend their own Scotch.

Five malt whiskies, a large quantity of grain whisky and a bottle of Highland water come in each kit.

If you fancy a bit more Glenfarclas malt and less Macduff, then mix accordingly.

Another Haffenden-Rimar innovation is a whisky dispenser called a "Nightender," which is being mounted at motels, hotels and clubs. Nightenders are similarly placed in Britain, where they also are located in railroad passenger cars and beside golf tees.

With the Nightender, a parched throat can be wet at any hour, and none of that "sorry-the-bar-is-closed" routine. You feed coins into the machine, slip a glass under an opening, punch a button and get a double Scotch.

Investing in bulk Scotch and getting your jiggers out of a machine is a classic example of putting your money where your mouth is. **END**

Bringing the Federal Budget Down to Earth

The Brock Bill S.40

A
LOOK
AHEAD
BUSINESS
FUTURE
FELDER

A five-point proposal to control federal spending. Introduced by Senator William (Bill) Brock of Tennessee, S.40 would do this:

1. Designate a Joint Congressional Committee to formulate a legislative budget and evaluate the federal budget in terms of priorities.
2. Require the projection of all major expenditures over a five-year period.
3. Require all major spending programs to be evaluated at least once every three years.
4. Require consideration of pilot testing of proposed major federal programs.
5. Require all federal expenditures to be appropriated annually by Congress.

If the United States is to avoid renewed inflation it will have to cut spending—or raise taxes!

For more information on how the Brock Bill can help put the federal government on a sound, tax-saving basis, write:

Taxation and Finance Department
Chamber of Commerce of the United States
1615 H Street N.W.
Washington, D.C. 20006

BUSINESS

A LOOK AHEAD

BY GROVER HEIMAN

Associate Editor

CREDIT AND FINANCE

Despite an 18-month moratorium on several federally subsidized loan and grant programs for rural housing, federal financing is still available in the nonsubsidized loan area.

The Farmers Home Administration had some \$2.15 billion available for home loans this fiscal year. Until the freeze, which started Jan. 8, these funds could be used to finance either subsidized loans at interest rates of as little as 1 per cent, or unsubsidized loans at the current 7.25 per cent.

After allowing for 61,000 loans—both subsidized and unsubsidized—granted before

the freeze, the agency still had \$1.25 billion available for low- and moderate-income families.

Also not affected by the changes in the rural housing program are repair loans (up to \$3,500) to low income families, mutual self-help housing loans, grants to organizations that give technical aid for self-help projects, and loans to nonprofit organizations for development of rural homesite areas.

The program applies to towns with populations of less than 10,000, as well as to the countryside.

FOREIGN TRADE

The mysterious disappearance of anchovies off Peru, a poor peanut crop in India and a new market in Russia are helping turn soybeans into gold.

The value of the U.S. soybean crop this year is expected to reach \$4.4 billion, a 25 per cent increase over 1972, reports the Agriculture Department's Economic Research Service.

Peru is the world's largest producer and exporter of fish meal, for which it has depended on now-absent anchovy schools. Experts aren't sure when the schools will reappear. Theories about their disappearance include overfishing, and a shift in the course

of the Humboldt Current off Peru's coastline.

Soybean crushing for the year that began Sept. 1 will be about 765 million bushels—a new U.S. record—and will reflect increased demand for high protein feeds and reduced world availability of competitive meals.

Exports this year are expected to reach 500 million bushels, including 40 million bushels to the Soviet Union. This total is some 100 million bushels above last year.

Including a small carry-over from 1971-1972, the U.S. supply is estimated at 1.42 billion bushels, a 12 per cent hike over last year and just under the all-time record set three years ago.

MARKETING

Another boom year, and a continuation of upward-spiraling sales and profits through this decade, are predicted for franchise-type business.

Jerry H. Opack, executive vice president of the International Franchise Association, says franchising sales growth will be between \$10 billion and \$15 billion in the U.S. this year, with some 15,000 new franchised outlets joining the 421,000 in business at the beginning of the year.

According to the Commerce Department, franchised businesses now account for some 30 per cent of all retail sales, and about 13 per cent of the gross national product. For

1972 the total franchising sales figure was \$141.4 billion, a 9.8 per cent increase over the year before.

Volume leaders are auto and truck dealers, gasoline service stations and soft drink bottlers.

The highest rates of growth are being posted, says Mr. Opack, by entertainment, other recreation and travel franchises—which averaged sales increases of 114 per cent between 1969 and 1971.

Also leading in growth are fast food restaurants and carryouts, convenience stores, hotels and motels, business aids and other services.

AGRICULTURE

Some citrus-based drinks of the future may use about 90 per cent of the fruit as a result of a new puree process.

Developed by the Agriculture Department's Agricultural Research Service, it benefits the processor by significantly reducing the solid waste disposal problem.

To make purees of orange and grapefruit, the two fruits experimented with first, the processor blanches the fruit for 10 minutes, then coarse-grinds it. At this stage the seeds

and tough portions are removed and the remainder is homogenized.

Diluted, the drinks have more of the characteristics of pure citrus juices than do diluted drinks in which the fruit is squeezed.

The new drinks were tested, under the names Orange Ho and Nectarade, on families in Dallas, Texas, and Columbus, Ohio.

Reports the Agriculture Department: "Consumers over 20 tended to rate the test products more favorably than those under 20."

CONSTRUCTION

Although conventional housing starts are predicted to decline about 10 per cent this year to around two million units, home appliance and equipment manufacturers are anticipating increased sales this year and in 1974.

Judging by statistics from the Gas Appliance Manufacturers Association, Inc., however, energy shortages in some sections of the nation are having an undeniable impact.

In 1971, of the total of gas and electric hot water heaters sold, 60 per cent were gas-fired. That market slice is predicted to drop

to 56 per cent this year, and to 50 per cent by 1975. In the central heating equipment category, gas furnaces accounted for 74 per cent of the units sold in 1972. Oil furnaces had 15 per cent of the market and electric furnaces the remainder.

Sales of electric central heating furnaces jumped to 300,000 units in 1972 from 201,000 the year before. This year, the industry estimates, production of electric units will reach 385,000 while production of gas furnaces will total 2.1 million.

MANUFACTURING

After posting a record-shattering production growth rate of 19.65 per cent last year, to 23.6 billion pounds, the U.S. plastics industry is apt to do no better than maintain the status quo in 1973.

The demand is there, but not the capacity, says Ralph L. Harding Jr., executive vice president of The Society of the Plastics Industry, Inc. He explains:

"One of the effects of the 1970-71 economic downturn was the reluctance of management to make capital investments neces-

sary to expand plastics raw material capacity. 1972 production figures reflected near-capacity volume; and it is physically impossible for 1973 to surpass 1972 because of these limitations."

Until substantial new capacity is added, he warns, the U.S. plastics industry "will be inhibiting its own growth."

Demand in all major areas of plastics use showed healthy increases in 1972, with packaging the pacesetter despite environmental pressures.

NATURAL RESOURCES

Figure on the Consumer Price Index rising another percentage point annually as the full bill for pollution abatement is presented for payment.

That's the warning from analyst A. George Gols of the management consulting firm of Arthur D. Little, Inc.

A Council on Environmental Quality report indicates that if industry invests \$26 billion in abatement equipment through 1980, con-

sumer prices probably will rise an additional fifth of a percentage point, at least through 1976.

Mr. Gols says this \$26 billion, which includes only equipment costs, is "extremely conservative." Using more recent cost estimates and adding in maintenance and construction costs, he concludes that a CPI annual increase "perhaps four times higher" would be more realistic.

TRANSPORTATION

The feast and famine cycle for rolling stock, a perennial source of woe for railroads, may become extinct in the future through computerized allocation of freight cars around the nation.

To hurry the day, the Department of Transportation is investing nearly \$300,000 to develop a computer model of a system to improve the chronically poor use of the present national fleet. Today, it's estimated, the aver-

age freight car moves fully loaded only about 7 per cent of the time.

The Federal Railroad Administration says the computer model will be "an important basic building block toward development of a nationwide freight management system."

One major assist will be to improve the empty car assignment process during peak loading periods, such as harvest time, when acute shortages often arise.

Editorial

Enough Is Enough

Already, you're beginning to hear howls about President Nixon's plans to cut federal spending.

He wants, for example, to reduce the budget a little for manpower training programs. So some Congressmen are howling.

Interestingly, the General Accounting Office—Congress' own budget watchdog—has just completed a study of such programs in the District of Columbia, and GAO says "it is reasonable to assume that similar conditions exist in other urban areas."

In D.C., the study showed, the 17 federal programs were geared to provide training to roughly half the population, even though the unemployment rate is only about 2½ per cent.

We heartily support sensible manpower training, especially if it can replace welfare with work.

We also support, just as heartily, the President's efforts to kill off worthless programs and end the overkill in worthwhile ones.

As any kid with a tummy ache can tell you, it's downright dumb to overdo a good thing.



Expanse without expense.

If you're planning to build a new plant or warehouse, see what Star Building Systems can save you.

Star Building Systems can save you up to 25% over the cost of ordinary construction. That's because Star buildings are built by the modern systems method from pre-engineered metal building components—fully compatible with all other building materials.

Because Star buildings are engineered so efficiently, you save money on heating and cooling expenses. And you save on upkeep,

because Star buildings are virtually maintenance-free.

Star's systems construction permits easy building expansion and modification in the future, without that 'added-on-to' look.

Star buildings can help you save capital, too. If you wish, Star will build the facility you want and lease it to you at an exceptionally reasonable rate.

Send today for your free copy of "A Special Report to Building Planners." Write Star Manufacturing Company, Dept. NB33, Box 94910, Oklahoma City, Oklahoma 73109. Or call your local Star builder, listed in the Yellow Pages under "Buildings, Metal."



Star Buildings

Our business is building yours.





**Picture yourself here
- life size.**

All it takes is an Evinrude motor, a foot pump, and a suit-case-size inflatable boat. Just add air—and see your boating dream take shape before your eyes.

Shove off and say goodbye to camper-to-camper campgrounds and wall-to-wall people. Go where the fun is fresh.

Evinrude escape power comes in 16 models—2 to 135 hp. Come in and start planning your get-away today.

You'll be surprised how easy it is to get into the boating fun picture.

For free catalog—write Evinrude Motors
4256 N. 27th St., Milwaukee, Wis. 53216



SPECIAL OFFER

Come in and look at the new Evinrude motors and gorgeous new boats. We'll give you a coupon that will get you Eastman Kodak's Hawkeye Instamatic® Camera with Magicube flash and color film for only \$9.95.

This offer is good at all participating Evinrude dealers. If your dealer can't supply you, send us his name and we'll send you a coupon.

EVINRUDE 
DIVISION OF OUTBOARD MARINE CORP.
first in outboards